

PUBLIC RELATIONS



PRSA presidents . . .



COVER PHOTO

PRSA's Presidents: Milton Fairman, Director of Public Relations, The Borden Company, New York, the Society's 1951 head; and Ed Lipscomb, Director of Public Relations, National Cotton Council of America, Memphis, who took office January 1, as 1952 leader.

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NOTED IN BRIEF . . .

- Proposing that American business has not earned for itself the same degree of recognition that it has gained for its products, Harold Brayman weighs the complex problem of "understanding" that has created the paradox.
- The National Safety Council considers 150,000,000 Americans its "customers." How it uses public relations techniques to keep selling those customers on not injuring themselves—although some go to limitless ends to have an accident—is an interesting case history of a continuous problem.
- Having just completed a mission to evaluate the effects of American propaganda programs abroad (with confusion and overlapping of several simultaneous programs of similar intent), Thomas Deegan's report has important conclusions for America's communications people.
- Stimulating interest in the use of bulletin boards in their important role in daily plant communications is discussed this month by Nelson Prather, an authority on the use of this employee-management medium, who tells readers how the program works in Hawaii.
- Second installment of the three-part report of PRSA's 1951 survey of the teaching of public relations courses in American colleges and universities appears in this issue.

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Published monthly, except August and semi-monthly in December, copyright 1952, by the Public Relations Society of America, Inc., at 525 Lexington Avenue, New York 17, N. Y. Of the amount paid as dues by members of the Society, \$5.00 is for a year's subscription for the *Public Relations Journal*. Reentered as second class matter October 20, 1950, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates: \$5.00 a year; foreign \$6.00. Single copy 50c.

PR JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA
525 Lexington Avenue • New York 17, New York • PLaza 9-8086

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JANUARY, 1952

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EDITORIAL PAGE

Great Men Of Our Times

THE FIRST WEEK in December, two leaders in the printed media field passed from our midst—Edwin L. ("Eddie") James, for 19 years managing editor of *The New York Times*, beloved among newspapermen around the world; and Harold W. Ross, editor, father and guiding genius of *The New Yorker* magazine, a man who made a "financial success out of frivolity," as one biographer put it.

The present generation of PR men has felt the great influence of these men directly or indirectly. James was colorful, keen-witted—but most of all he was a leader in the repertorial field, probing for new ways to do a better job. As an editorial executive, he was a vigorous protagonist of objective reporting.

"The day-to-day story which goes to make the record of the great human comedy is a piece worth being said. The newspaper is the textbook of democracy," James once said.

Ross was a driver with ideals. His unique formula for a magazine has never had a successful imitator. It has given us the one-line cartoon, standards of excellence in critical comment in the arts and letters, new concepts of short story structure, the "profile" treatment as a personal story line, and many other forms of reporting and writing that serve as a stimulus to writers, whether budding or flourishing. It has inspired plays, songs and books. Many of our leading contemporary writers and artists have won their spurs in its columns.

Many a PR man earned his proudest "first dough" by the sweat of his pen on a "Notes and Comment" or "Talk of the Town" squib—and pasted the blue check stub in his scrap book after he spent the meager pay. And we'll wager that many a PR man also has the "rejects" in his bottom desk drawer that he likes to get out and read over once in awhile—and has never been interested in submitting to anyone else.

These were great men. They set high goals. By attainment, they moved the writing field to higher levels, and established some new patterns in communications techniques. They have left a mark on the newspapering and magazine writing crafts that in themselves constitute lasting monuments.

To Their Greater Mutual Satisfaction

HAVE YOU EVER had difficulty in explaining what public relations is? Here's one description of

the profession's work that we've sometimes found useful:

Public relations is the art and science of promoting better relations between groups and groups, or groups and individuals, to their greater mutual satisfaction and good.

The groups may be businesses, industries, organizations, institutions, customers, employees, suppliers, voters, members, contributors or any others. The purpose in any case is greater mutual satisfaction through better cooperative relationships.

Public relations is both an art and a science. Originally it was wholly an art, practiced by managers of enterprises as part of the general skill of their calling. It still remains an art, but now is strengthened and made surer by a growing body of professional knowledge, skills and experience, aided increasingly by the social sciences as more is learned about the psychology, needs and behavior of men as individuals and men in groups.

PR and Employment

IN ONE OF THE EXCELLENT BULLETINS issued by the Doane Agricultural Service, we find the following paragraph:

"High employment and rising wage rates will step up money income and make a strong demand for all things people buy. Rising population alone is not a price-making force. The population must be employed and producing income to be a price-determining factor."

To carry this logical idea further, what gives employment? Isn't the demand for goods and services the result of an impulse to action stimulated by pictures in people's minds—pictures implanted there in large measure through the devoted activities and skillful practice of the members of a certain profession which we modestly refrain from identifying?

We believe so.

ONE FUNCTION of effective industrial public relations is to keep the enterprise it represents safely in the stream of life. Business craft that wander too far from the central trends of human affairs and interests generally wind up as wrecks on the shore.

The real basis of our American way

"Not all is perfect under this system of ours... There are unquestionably areas of activity which need change and improvement... But let's be sure we understand what is required for best results—that we progress... through the application of our natural resourcefulness, through bringing our technical capacities to more of our people, through lowering costs and improving the performance of our industry."

By Harold Brayman

Director, Public Relations Department
E. I. du Pont de Nemours & Company

AMERICAN BUSINESS TODAY is confronted with a strange and confusing paradox. It has failed to gain for itself the same degree of acceptance and confidence that it has won for its products. Many people will swear by Jones' paint and swear at Jones; many will in one voice boast of the virtues of their automobiles and express distrust of its manufacturer.

The problem is one of understanding. It is a complex problem—perhaps the most important one that business will have to face in our lifetimes.

Modern industry is efficiently geared to solve hard technical, production, and sales problems. But it is no easy thing to win favorable public opinion for business and industry—and for the economic system which gave us our high standard of living.

As public relations people we should look carefully at the reasons for this. One is the fact that the depression tended to put business on the defensive. Political aspirants found it popular to blame business for the nation's troubles. A whole generation grew up, exposed to the contention that the business leader was a rascal.

We have another, more basic, reason. Success in business is seldom spectacular, and the crowd's applause goes to showier activities. The businessman is content with plugging his wares, not himself. But the politician, reformer and crusader, are public figures by profession.

Not long ago Dr. Allan Nevins, the distinguished Columbia University historian, pointed out that writers of history have neglected the role of industrial leaders, so industrial achievements are frequently misinterpreted. Many writers

and historians have been apologetic about our material progress, and seemed to feel that our standard of living lacked moral or cultural values. Sometimes it is said that Americans are not much different from Communists in our preoccupation with economic cause and effect.

The Marxists do argue that the fundamental factor in society is its economic structure. But the difference lies in the element of personal freedom which we, and not they, take for granted. Private business initiative developed in England, and later here, *because* individual liberty had already been established. Private initiative avoided Asia and Eastern Europe because individual liberty did not exist there. Our standard of living is not an *alternative* to a superior spiritual society; it is the result. The guarantees established by our Constitution are an expression of the highest state of human dignity ever achieved by man.

The American standard of living is not measured solely in terms of more shoes, houses, or electric mixers, although they cannot be discounted. We are the only country where the Consumer Price Index could list television

sets, group hospitalization contracts and beauty-parlor services. But our standard is composed also of more leisure, more opportunity for culture and education, better health, improved standards of care for the very young and the aged.

If we excel all in steel tonnage, we lead also in schools, parks, libraries, museums, theaters, and symphony orchestras. If we are tops in refrigerators, we are tops also in college attendance, book publication and contributions to welfare institutions. Our investment in educational facilities is so large that only six nations have a *total wealth* exceeding what we make available for the schooling of our new generations.

Those who criticize us for taking too materialistic a view frequently forget that our social and cultural, and even spiritual gains, derive largely from our capacity to pay the costs. The peasant who barely ekes out a living may be a worthy man, but his capacity to assist his neighbor consists primarily of exchanged labor. The coolie, bearing heavy burdens for a few handfuls of rice, acquires an indifference to human suffering that by our standards is shocking. The Eskimo, who teaches his son to help supply the family's food, and who leaves his aged parent out on the ice when he can no longer do his share, simply follows the dictates of necessity.

Bewildered by development

We have progressed through the practical notion of first things first. We build the house before we invite the neighbors in for a housewarming. Unfortunately, we tend to lose sight of this. We are still a little bewildered by the speed of our development, and, as Dr. Nevins implies, perhaps somehow a little ashamed of it. We come to accept the image of the businessman as a person motivated by money, and the reformer as one guided by public service. It is a theme that is replayed like a phonograph record.



Harold Brayman, Director of Public Relations, E. I. du Pont de Nemours & Company, entered his present field of work in 1942 after a newspaper career of twenty years, fourteen of them spent as Washington correspondent. Earlier he had spent six years as Albany legislative correspondent for various newspapers in New York City and State. PRSA member Brayman was Chairman successively of the Fifth National Conference of Business PR Executives, held in New York in 1948, and Chairman of the 1949 Sponsoring Committee for the Sixth National Conference.

ord. The trouble is that it is cracked, on both sides.

Business, frankly out for a financial reward, is no less public-minded than the social planner. Nor is the social planner any less aware of personal gain, although he may be paid in a different coin. Business desires a full and rich abundance for all people, if only because that is the condition best suited to its prosperity.

None of our great social advances would have been possible if our dynamic economic development had not supplied the means. Working hours in industry were once the same as on the farm—dawn to dusk. Even in the early Twenties, the 12-hour day and the 84-hour week survived in some industries.

The 8-hour day

Today we work 8 hours, five days a week. Yet, as Herbert Hoover points out in his autobiography, except for the Adamson Act covering railway workers, the 8-hour day became a reality without the aid of legislation. Long before, some industries, such as steel, had urged it upon their employees, only to have them reject it on grounds that it meant "sharing the work." Men realized that we could not have an 8-hour day until we could produce more. If it had been adopted by law, say in 1900, our productive capacity would have fallen off alarmingly. In 1900, with a 60-hour work week, average output per worker was about \$1800 per year, using post-World War II prices. A cut to 40 hours would have reduced this to \$1200 a year—little more than was produced fifty years earlier. Fortunately, we didn't try to accomplish our objective that way. We went at it by increasing our investment in tools and equipment, and by improvements in methods and processes. Between 1900 and 1950 we almost tripled machine power, and gained more than triple in output of goods per hour. The decline from 60 to 40 hours was a natural dividend of progress.

After man ceased being a nomad, agriculture became one of his principal endeavors. For thousands of years, farming was done chiefly by peasants, serfs and slaves. Their methods in 1800 A.D. had been substantially unchanged since the times of Nebuchadnezzar. When this country was founded it took nine people on the farm to feed themselves plus one city dweller. *Today one man on a farm feeds himself, four city people and one person overseas.* Change came to the farm in the shape of new tools.

In the gasoline age, mechanization proceeded to every chore. Today's farmer bears no more resemblance to the cartoonists' picture of the hay-chewing rustic than does the businessman to *The Daily Worker's* drawings of him.

It is often said that farmers are beneficiaries of an active lobby and that their favor is regarded lovingly by political candidates. So it is. But we know that the farmer's advancement has been due not to legislation, but to the inventions and developments that enable a single tractor to plow ten acres in a single day—as much as an 18th Century settler could handle in months of crushing toil.

Since 1800, the role of women has undergone dramatic changes. The real authors of emancipated womanhood were not Amelia Bloomer, Lucy Stone and Susan B. Anthony, but inventors like Eli Whitney, James Hargreaves and Richard Arkwright. If it had not been for the cotton gin, the spinning jenny and other textile developments, women would have had little time for equal rights.

Planning ahead

The housewife of the 18th Century was obliged to sit at her spinning wheel turning flax into yarn, weave the yarn into cloth on a home loom, dye it in a kettle and laboriously fashion clothes for herself and family. Recently du Pont ran a test and found that making one dress by those methods would take a woman 56 hours, and she had to plan for it 16 months in advance.

Think of your wives laying plans today for a dress for the Easter Parade, 1953!

The social changes brought about by the automobile have been enormous. In the War Between the States, it was estimated that not one combatant in a hundred on either side had ever been outside his own country. Today it seems inconceivable that North and South should regard themselves as separate nations, with Virginians summering in Maine, New Yorkers touring the Great Smokies, and Pennsylvanians vacationing at Miami. No statecraft, no oratory, no legislation, could achieve this half so well as has the steering wheel on the family car.

Our standard of living is, after all, the simple arithmetic of dividing the quantity of goods available by the quantity of productive effort going into it. The quotient is the measure of the living standard. When we increase the supply of goods in its relation to productive time, we step up our scale of living.

This is as elementary as the price of Junior's new shoes, yet we are often confused about it because money values change. It is easier to understand in terms of working time. If the breadwinner, for example, exchanged 10 hours of work each month for clothing, and a new development reduced the cost by two hours a month, the savings become available to the family, either for something else, for better quality selections or for more clothing.

(Continued on page 16)



"All right! Where's the financial crisis?"

Free-wheeling habit in naming newspapers

How does a newspaper get its name? A Washington correspondent gives his version of how some of the most widely used names were acquired.

By Richard LaCoste

Washington Correspondent

PUBLIC RELATIONS PEOPLE are peculiar. Their thirst for knowledge is unquenchable. They probably retain more miscellaneous information in their ever-searching minds than the average professional man has ever learned.

So is it with newspapers. PR people's knowledge of newspapers is undoubtedly greater than the average working press writer. For newspapers are a public relations man's bread and butter. And names of newspapers his stock in trade.

Nearly every public relations writer has at some time or other discussed the strangeness of newspaper names. The subject comes up frequently in the profession. Somehow, someone always comes up with a topper during these sessions.

As an ex-public relations man, this writer feels he owes his fellow toilers this tight and compact package. Many years and countless bull sessions gave it birth. Delivery, he's sure, will be anything but a painful process.

The *Occasional Reverberator*, an early New York newspaper, rumbled on a few occasions and died. But it exemplifies an American habit of free-wheeling in naming newspapers.

Consider these uninhibited mastheads of today: The *Unterrified Democrat* of Linn, Mo., the *Yellville (Ark.) Echo*, the *Tombstone (Ariz.) Epitaph*, the *Steamboat Springs (Colo.) Pilot*, the *De Queen (Ark.) Bee* and the *Brewery Gulch Gazette* of Bisbee, Ariz.

Even politics gets in the act.

A Laramie, Wyo., merger brought about this Democrat delighter: The *Republican-Boomerang*. A modern reader would be puzzled if confronted with a copy of the *Democratic Republican*. A number of them flourished before the Democrats decided to make it a party.

There was a militant music in the sounds of names of early American papers.

Some of these don't-tread-on-me titles included: *Spikes, Hornets, Wasps, Porcupines, Scourges, Avengers, Anti-Aristocrats and Castigators*.

Many of the quainter ones have disappeared: *Remembrancer, Impartial, Oracle, Humming Bird, Nightingale, Patriot of '76, Minerva, Oriental Trumpet and Engine of Liberty*.

An early New Orleans printer would have been sainted by succeeding generations of school small fry if the name of his paper—*The Misisipi*—had caught on. Perhaps some phonetic fiend will popularize it yet. Not even Colonel McCormick has flirted with Mississippi.

Many an inspired name has come down to us through the years. But now a handful of proven monikers covers the vast bulk of the daily press. In fact, some 1700 U. S. dailies get along with approximately 200 basic handles.

The most widely used is *News*, which will be found in the masthead of a fifth of all U. S. dailies. *Times* is next—appearing in a tenth of them. *Herald* is in a twelfth of them, *Journal* in a thirteenth, and *Tribune* in an eighteenth.

Others in order of their frequency are: *Press* in 4.2% of all dailies, *Star* 3.9, *Gazette* 3.4, *Record* 3.3, *Democrat* 2.9, *Sun* 2.9, *Post* 2.8, *Courier* 2.5, *Leader* 2.1, *Republican* 2.0, *Sentinel* 1.9, *Chronicle* 1.8, *Register* 1.8, *Telegram* 1.6, *Dispatch* 1.5, *Review* and *Bulletin* 1.3 each, *Citizen* 1.2, *Reporter* 1.1, *American* 1.1, and *Independent* and *Standard* 1 each.

The list continues: *Enterprise, Telegraph and Union* .98; *Messenger and World* .92; *Eagle* .87; *Advocate, Banner and Mail* .81; *Ledger and Observer* .75; *Call and Globe* .69; *Advertiser, Argus and Express* .58; *Capital, Free Press and Item* .52; *Commercial, Examiner and Transcript* .46; *Monitor and Recorder* .41; *Advance, Beacon, Daily and Enquirer* .34; *Chief, Index, Progress, Pioneer, Republic and Statesman* .29.

These percentages total more than 100, but that is because mergers have given papers more than one name. For example: *World & East Arkansas Record* —a fairly tight title out of Helena. This one, longer: *The Cochella (Cal.) Desert Barnacle & Cochella Valley Submarine*.

If you think that last one was long, look how this old-timer spread-eagled the field: *The Columbian Advertiser, and Commercial, Mechanical & Agricultural Gazette*.

Shade of PM!

PR people often wonder what goes on in a man's mind when he names his paper?

Some seek to establish light: *Candle, Gleam, Sunbeam, Torch, Flashlight, Spotlight, Headlight, Limelight, Searchlight, Beacon, Blaze, Sun* and even *Aurora Borealis*.

Others are concerned with the universe: *Earth, World, Globe, Planet, Sun, Star, Comet, Constellation, Meteor, and Galaxy*. And, of course, someone had to overdo it: *The Cosmos Monitor*. It must have been taking Interstellar Press Service—or, at the very least, *INS*.

(Continued on page 8)



Richard LaCoste is a 32-year-old Washington correspondent who sold his first feature at 14. He has worked in publicity, radio, newspapers and magazines in New York, Miami, Los Angeles, Havana, Panama, Lima and Valparaiso. Since Army service in the Aleutians he has covered Congress and sold features to some 200 publications "from Apparel Arts to Western Farm Life." He says he has 500,000 readers a month on Congressional columns alone, but adds "I work 12 to 14 hours a day. It's a rat race, and I should have been a commercial fisherman since they average \$9,000 a year."

Selling safety to 150,000,000 Americans

How the National Safety Council uses public relations to help save us from ourselves

By Paul Jones

Director of Public Information
National Safety Council

THE NATIONAL SAFETY COUNCIL's customers number 150,000,000 people—the population of the United States. That's an awful lot of people, and, strange as it may seem, few if any of these 150,000,000 Americans seem to give a hoot whether they have an accident or not. In fact, an amazing number of them seem to go to considerable trouble to have an accident.

Add to all this the further fact that safety is a dull, stuffy, preachy subject, and you have a nice little problem in salesmanship and public relations that has us scratching our heads earnestly around the office here.

To begin with, we are confronted with the fact that no one ever believes he is going to have an accident. It always happens to the other fellow. Then, there is the instinctive urge in the heart of every red-blooded American kid from the age of 2 to 100 to take a chance. We are bucking human nature in the safety business.

Our basic job of public relations at the Council is to get all the help possible from industry. For unless industry supports us, we can't do any kind of a real job—not only for industrial safety, but for public safety.

Up until the time the National Safety Council was organized in 1913, there had been a prevailing feeling in industry and elsewhere that accidents were more or less an act of God, and that there wasn't much of anything that could be done to prevent them. People worked and played and lived, and therefore people were bound to get hurt in the normal run of things.

But a group of safety engineers in the steel business got tired of seeing workers killed and injured by accidents. They had the feeling something could be done to cut down this toll. So they formed a safety organization, devoted at first to industrial safety, and called the National Industrial Safety Council. A couple of years later the scope of activities was

enlarged to include an active traffic safety program, and the name was changed to the National Safety Council. But from the time the Council started until now, the vast bulk of its support has come from industry.

It hasn't been easy to sell safety to industry, even though it has been easier than selling safety to the public. A few industries saw the light right from the start, and the number has been steadily increasing, until today the Council has 6,500 industrial concerns as active members. But there are thousands of industries—especially the smaller ones—that have regarded an organized safety program as something that could be sidetracked in the interest of more tangible activities.

The big bulk of the Council's income is provided by industry in the form of membership fees and purchase of our material. So we do have a real sales and public relations problem in relation to industry. How do we try to solve this problem?

First and fundamentally, we hammer constantly on the fact that the National Safety Council *is* its members—and that these members *are* the National Safety Council. We do everything possible to have the members run the Council. The Council is theirs, and its success depends on how they lead and operate it.

This concept of the Council as a private enterprise of self-help, cooperation, voluntary service and pooled information has been dominant since the day the Council was organized.

Secondly, we operate strictly as a low-pressure outfit—both in our relations to our members and to the public. We try very hard to make this a friendly, homey, folksy relationship. We sincerely believe



SAFE BETS



BEFOR BACKING UP,
LOOK THE YARD OVER—
DEAR OLD AUNT AGGIE
MAY BE PICKING A CLOVER!

FENDER BENDERS



National Safety Council

HAP HAZARD



NATIONAL SAFETY COUNCIL

that unless the industrial member—that is, the industrial concern which holds a Council membership—actually believes that he and the Council are the same, we have failed in our job of public relations.

This has an added dividend. To the extent we succeed in having the member feel he is the Council, to that extent our public relations program grows by accretion—by a sort of osmosis from member to non-member. Our program expands, too, by the force of reputation and example. For this reason, the Council is extremely liberal in giving free help and materials to employers who give evidence they are willing to get their feet wet, but are not sure they want to get in all over. The assumption behind this policy is that no organization can run a first-class industrial safety program as economically by itself as it can with Council membership.

Third, we try earnestly to keep our members fully informed at all times of what we are doing. The very structure of our organization is calculated to do this.

Each department of the Council has a Conference composed of members whose interests coincide with that department. This Conference actually determines the program and activities of that department. Conference members are people who know what the problem is. By meeting regularly with our staff at Council headquarters, a constant contact is maintained that reduces confusion and builds up interest and enthusiasm.

Our own Council publications constantly keep our members informed of Council activities and of what is being done around the country to meet specific accident problems. We feature panel discussions in our magazines, in which qualified people bat an idea back and forth, so that all sides are presented.

We also urge, through our publications and other contacts with members, that safety directors and safety engineers keep their own managements informed on safety problems and progress. We

conduct regular member training courses—one a month—to which safety engineers and directors come for a week's intensive study in how better to utilize Council services, and thus how better to meet safety problems.

In all these contacts with industry and the general public, the Council constantly tries to coat the pill with sugar whenever possible. We don't pull any punches, of course, in the technical, practical, realistic approach to the problem. But we do strive for a change of

WHAT'S WRONG WITH THIS PICTURE?



NATIONAL SAFETY COUNCIL

pace—a chuckle to relieve the grim and stern demeanor, a shiver to balance the gag, a hard, cold fact to offset the cajolery.

We make big use of the cartoon, the contest, the limerick, the painless approach to this serious subject. We are believers in the topical slant, such as Christmastime. We utilize all possible visual media—sound-slide films, quickie trailers, safetygraphs, posters—to aim the good old safety message at the tar-

We do our best to strike a happy medium between the practical and humanitarian appeal. We know, and so does industry, that safety pays off dollar-wise. But we also know there has to be a real humanitarian urge or the safety program is bound to limp. We realize that the humanitarian angle in safety is the big selling point to the public, and that it also is a big factor in selling safety to industry. But we also know that the battle for a real safety program is won

Is the Council's public relations program clicking? It's hard to be objective, of course, but we believe it is. One test, probably, is to judge it on the basis of the actual results it is bringing. Are we winning the battle on accidents?

The figures show we are—slowly, but steadily. For example:

If the country had been able to keep the death rate of workers in occupational accidents as low from 1933 to 1949 as it was in 1950, the lives of 60,000 workers would have been saved.

The accidental death rate among railroad workers was 63 per cent lower in 1950 than in 1923.

The frequency rate for accidents to workers in the cement industry was 88 per cent lower in 1950 than in 1923.

Things like this—plus the fact that the mileage death rate for the nation's traffic on the highways is the lowest on record, and down to almost half as much as it was 10 years ago—encourage us to believe that safety is on the march.

Our challenge is to make our product—safety—more popular, more exciting, more dramatic, more acceptable.

In the final analysis, our public relations problem is to win your confidence and friendship to the extent that you will listen to us and not kill yourself.

We sincerely hope you will take heed! • •



As Director of Public Information for the National Safety Council, it is the responsibility of Paul Jones to keep the nation informed of its accident problem and what is being done to solve that problem. In addition to directing the constant flow of news that goes from the Council's headquarters in Chicago to newspapers, magazines, radio stations, motion picture producers and others throughout the country, Mr. Jones supervises production of the Council's own eight national monthly magazines. He came to the National Safety Council in 1937 after serving as City Editor, Managing Editor and Promotion Editor of metropolitan newspapers in Kansas City, Toledo and Cleveland.

get at every possible opportunity. We urge, we cajole, we plead, we insist, we view with alarm and point with pride, as the circumstances and trends indicate.

faster when you can prove that safety saves money, steps up production and helps public relations. All this we believe we can and do prove.

Naming newspapers

(Continued from page 5)

Still others latch on to the speediest communications of their day: *Telegram*, *Telegraph*, *Telephone*, *Monitor*, *Message*, *Radio*, *Mail*, *Post*, *Packet* and *Clipper*. Incidentally, *Clipper* refers to a fast vessel, and not to Ye Ed's dexterity with the king-sized shears.

The Business Office-Editorial Department donnybrooks are reflected in some names. The business office apparently carried these battles: *Advertiser*, *Commercial*, *Prices-Current* (there were a lot of these in the early days), *Shopper*, *Trader*, *Journal of Commerce*, *Booster*, *Rustler*, *Hustler* and *Market Day*. But unlike these trying days, the Editorial Department won virtually all of the time, mastheadings its responsibilities to the public: *Guardian*, *Defender*, *Shield*, *Watchman*, *Sentinel*, *Reformer*, *Friend of the Public*, and *Rights of Man*. Now that last one is one which liberals could latch onto.

Eyes and cameras are in the minds of some paper-namers: *Argus*, *Camera*,

Mirror, *Reflector*, *Graphic*, *Reflex*, *Lens*, *Kodak*, *Spectator*, *Onlooker*, *Observer*, *Optic*, *Outlook*, *Vision*, *Eye*, *Telescope*, *Bystander*, *Witness* and *Eye-Witness*.

Some cut up with names of sharp instruments: *Scimitar*, *Blade*, *Cleaver*, *Reaper*, *Wedge*, *Pick* and *Needle*. Abrasives suit some: *Sand*, *Grit* and even *Whetstone*.

Many identify themselves with their readers: *Californian*, *American*, *Republican*, *Democrat*, *Citizen*, *Driller*, *Miner*, *Farmer*, *Logger*, *Irrigator*, *Planter*, *Highlander* and *Valleyite*, and *Republican-American*.

Perhaps press penchants for reporting "today's news today" inspired some timely souls to tag these onto their mastheads: *Hour*, *Day*, *Every Evening*, *Newsday*, *Week*, *Time*, *Chronoscope* and *Chronotype*.

Some heard music and noise: *Bugle*, *Cymbal*, *Tocsin*, *Horn*, *Bell*, *Reveille*, *Trumpet*, *Siren*, *Klaxon* and *Coronet*. Italy even sports an *Il Piccolo*. A Falls Church, Va., weekly heard *The Echo*.

Wind and water intrigue some of the boys: *Breeze*, *Zephyr*, *Twister*, *Tornado*

and *Cyclone*, but no *Blow Hards* or *Big Windies*. These are *Waves*, *Ripples*, *Breakers* and *Tides*.

Alliteration is a great tempter to the namers: *The Wahoo* (Neb.) *Wasp*, the *Jefferson* (Tex.) *Jimpricute*, *Midlothian Meteor*, etc. As a matter of fact, alliteration is usually the culprit which leads to such newspaperish names as: *Owl*, *Falcon*, *Cricket*, *Rattler*, *Grizzly*, *Spur*, *Quill*, *Anvil*, *Pelican*, etc.

Brooklynites forever sounded the clarion call—even in newspaper naming. As early as 1782 "Brooklyn" had a paper called *Hall's Super-Extra Gazette*. It dealt principally in "hot hoss tips," and catered to Red Coat officers.

It suffered an abrupt suspension of circulation when the Minute Men got back in town.

You don't like these?
O.K. then.

Most public relations people dream of the day when they'll preside over the editorial policies of the little ol' country weekly.

What do you intend to name yours—if and when? • •

The fight for men's minds

A report on a mission to evaluate American propaganda abroad

By Thomas J. Deegan, Jr.

Vice President and Director
Chesapeake and Ohio Railway Company

THIS IS THE REPORT of a mission for our Government made this year to evaluate the methods and effects of our American propaganda abroad. It covers six countries on the Continent, deals only with the information organizations operating under the United States flag and entirely excludes an appraisal of the Voice of America and the independently-owned and operated Radio Free Europe.

In substance, what my assignment was could be expressed in a paragraph:

"We are spending about \$11 billion this year on foreign aid; this is being done for two reasons: (1) to restore the economy of Europe and (2) to win men's minds against the onslaughts of Communism. We have very little doubt that we are on the right track toward restoring quickly and effectively the economy of Europe. As for winning men's minds, take a look."

One of the first things I found on my arrival in Europe — and this may be purely a matter of methods, but it should not be dismissed too quickly — is that our country has five wholly autonomous, unrelated foreign propaganda organizations running at full tilt. These represent the State Department (U. S. Information Service); the Supreme Headquarters Allied Powers in Europe, which is General Eisenhower's organization and popularly called SHAPE; the North Atlantic Treaty Organization, known as NATO; the Office of the High Commissioner of Germany, run by John McCloy and abbreviated HICOG, and ECA. While HICOG runs Western Germany, its influence is very clearly felt throughout the Continent and elsewhere.

Since my trip, The Mutual Security Agency, headed by Averill Harriman, supersedes ECA, but doesn't eliminate it. So conceivably there is a sixth propaganda group now, as a mouthpiece for MSA.

To me, at least, this diffusion can only lead to confusion. It is only natural that each of these organizations has pride of authorship, professional jealousies and, as constituted, a lack of coordination. Most serious among the deficiencies of such a system, however, is the fact that all five are competing for the same men's minds.

Reduced to details, this means that all five are vying for the same headline space, the same radio time, the same billboards, window displays and similar media of communication used to mold public opinion.

As free men, from a free country, trained on the virtues of free thinking and independence, the personnel of all five of these organizations present their stories of the western way of life as they know it and see it. Of course, this freedom and independence of thought is what makes America great, and what, God willing, will save the world from Communist slavery. However, we cannot underestimate our adversary and his method of approach.

Our adversary's party line is developed in one place, the Kremlin, and he tells it in all parts of the world undeviatingly. It can be said rightly that this lack of flexibility may be his greatest weakness. But in this battle for men's minds I fear that the same story repeated over

and over again, consistently, in all parts of the world, begins to sound true after a while. On the side of virtue, we need only to look for proof of this to the story of Calvary, told identically on 100,000 altars for 2,000 years in the daily Mass. And on the side of evil, there was Joseph Goebbels and the Big Lie.

In making my observations I visited not only with our American propaganda chiefs and their staffs in the various countries on the Continent, but I also talked at length with foreign publishers, editors, working news and radio men, churchmen, businessmen and the so-called man in the street — cab drivers, concierges, sales people. I tried to reach a cross-section of people who would be on the receiving end of our propaganda, as well as to discuss methods with those men who selflessly are giving their time and talent to our Government in guiding our propaganda abroad. In addition, I talked with the principal correspondents of American newspapers and wire services who are stationed in the capitals of France, Germany, Italy and other countries.

The general conclusion I drew, based on this one-man "Gallup Poll," was that American aid very clearly was on the way to putting war-torn Europe back on its feet and restoring to it a self-respect which had been crushed into the dust by Hitler and Mussolini and threatened with complete pulverization by Stalin. But I also saw that we have not been winning men's minds in direct ratio, nor in a ratio that was even close.

While the theory prevails that if the economy of a country is restored the workers will have jobs and the people will develop a sense of security, regrettably the gap thus far has not been successfully bridged, and this is the area where the Communists are doing their damndest.

For the most part persons I talked to, of all levels, did not reveal themselves as persons who seriously or philosophically wanted to be Communists, but there were many among them who were



Fabian Bachrach

Thomas J. Deegan, Jr. is Vice President and a Director of the Chesapeake and Ohio Railway Company and President of the Federation for Railway Progress. His evaluation of our propaganda abroad was reported to the head of the ECA and subsequently on their request to members of the Senate Committee on Expenditures in the Executive Departments and the Senate Appropriations Committee; members of the House Foreign Affairs Committee. The first public report of this mission was made in an address by Mr. Deegan at Boston University on December 6th.

flirting with the idea simply because the Communist line offered more at the moment to peoples ready and waiting for long-overdue good news.

Like any public relations craftsman, I realize that the most astute propagandist in the world cannot be successful if his product—in this case our foreign policy—doesn't back up his promises. Certainly our propaganda representatives abroad have frequently had a hard time in this respect, but this is an area of discussion for which there is a time and place and it is not here.

For a long time we have been told that we are in a Cold War with Russia and we are all conscious of the armament race which has been going on. Certainly, we also have been in a Propaganda War with the Soviet Union. If international conflicts must exist in the world, then it would be better that we meet our foe psychologically, rather than in a blood bath. If we are in a race to stock-pile the atom bomb and match weapon for weapon with Communist Russia, then let us realistically match our propaganda techniques item for item with our foes.

Communist propagandists in Europe are an astute group, far more so than the men we have stationed there as counterparts. The Communist propagandist is not concerned with the truth, and when truth is no factor, propaganda can be very successful. I contend that Americans can combine truth with public relations ingenuity and beat the Communists hands down. Our adversaries, up to now, have enjoyed a natural advantage in that they are using Frenchmen to propagandise the French, Germans to sell Germans, Italians the Italians, etc. While the Central Intelligence Agency—our American espionage system—undoubtedly is using this device to secure military and political information, we have not yet adopted it in our various information organizations. Many of the American propaganda chiefs and their staffs have the advantage of speaking and understanding the language of the country, but in most cases lack the advantages implicit in the nationals of a country. That starts our boys off with one strike against them.

The importance of making propaganda believable by having it emanate from someone other than ourselves cannot be underestimated. Carl Byoir, considered by many the dean of American publicists, has summed it up this way:

"There is a lot of difference in a person speaking well of himself and some-

one else speaking well of him, even though the words may be identical. In my opinion, there is just as much difference in a country speaking well of itself and someone else speaking well of the country.

"You and I have learned through the years that it isn't what is said that counts but what is believed. What a Frenchman says about America will have more impact on a Frenchman than what an American says about America. What an Indonesian says about America will have more of an impact on an Indonesian than what an American says about America.

"Of course, you carry this principle down to leaders of groups within a country delivering their message to people who have confidence in the speaker or leader.

"In other words, I believe that the real beginning of effective propaganda in other countries begins not with the dissemination of information, but with the organization that will make possible the dissemination of that information from sources enjoying the confidence of the greatest number of people in the particular country."

Of all the wonders of the western world, perhaps one of the greatest has been American selling ability. In the course of a single year, 1950, this great talent was able to ring up the sale of 6,665,863 automobiles, 1,955,182 new telephones, 250,000,000 tubes of tooth paste and 361,300,000,000 cigarettes, among other things. It has been used

just as successfully to sell the need for new highways, larger airports, taller buildings, better refrigerators and a thousand other new ideas. If America was to have one single label, other than mastery of industrial production, it would be mastery of selling.

Yet this most important facet of American living is largely neglected in our world affairs.

In the organizations described earlier in this report the propaganda function—called information service by our Government for reasons which are not entirely clear to me—consistently is at a secondary or lower level in the total structure of our foreign installations. It is analogous to the situation so prevalent twenty or thirty years ago in American corporations where the public relations function—mostly called publicity for reasons which also never have been clear to me—occupied a subordinate place in the company's framework, carrying out what it was told to do rather than being invited to counsel on what should be done.

American business has long since learned the value of winning men's minds, and the majority of enlightened corporations place the propaganda function at a high policy level.

The pattern which was evident to me in my European appraisal was that the propaganda function not only was rated second or lower but that in almost every case the various chiefs are working newspapermen or editors on leave. These men include some of the finest American jour-

Enthusiastic Czech Communist

A worker is questioned by a commission to test the loyalty of workers:

"Comrade, how would you work if you were in France?"

"I would not work very much. I would rather strike."

"And if you were in Italy?"

"Oh, I would work there even less. I would shirk or go on a slow-down strike."

"Excellent. And what would you do in the United States?"

"There I would not work at all. I would refuse and pretend to be sick."

"Very good. I see you are a conscientious comrade. Now, how would you work if you were in the Soviet Union?"

Enthusiastically the worker replied: "There I would know no fatigue. I would work all week, on Sundays and holidays, over-time. I'd overfulfill my norms. In short, I would work until I collapsed."

"Comrade, I am pleased with your answers. You have passed the test. Now tell me what is your profession?"

"Hangman."

**Crusader
Crusade for Freedom**

nalists who, at personal sacrifice, are giving a year or two of their time to serve their country. However, looking at this coldly, by nature and training they are predisposed to tell their story in the printed word. They had been brought up on the straight news philosophy—how much space will this story get? And while the printed word can never be written off as one of the implements of propaganda, it is by no means the alpha and omega of this highly sensitive business of penetrating the human mind. It very seldom follows that a first-class journalist is a first-class propagandist, for the components of the good propagandist, like those of his corporate counterpart in public relations, include, in addition to the fundamentals of communications, equal parts of politics, diplomacy, human relations, public speaking, economics and perhaps not a little guile.

Notable exceptions on both sides which leap to mind are the late Steve Early, who was first a great Associated Press Washington correspondent and later a great publicist during the Roosevelt years. Conversely, the late Charlie Ross was a superb newspaper correspondent and editorialist, but less than brilliant as public relations counselor to President Truman.

The fallacy in placing the propaganda emphasis on the press almost exclusively, aside from the obvious shortcomings of such a limited public relations approach, is that in Europe today the press and radio are heavily infiltrated by Communists and in some cases controlled outright by them. The most effectively-planned front-page news stories, therefore, are either slanted against the American propaganda line or not used at all. Add to this the fact that illiteracy on the Continent is staggeringly high.

It becomes essential that other tools be used to win men's minds, and in fairness to our propagandists abroad I hasten to point out that many of them have been ingenious in this respect, but more by brain-wave than by design. Frequently, a single seemingly natural event can create such instantaneous public reaction that a propaganda end can be achieved without the use of the age-old news release at all.

For example, while in Frankfurt I learned that during the summer of 1950 fear among western Germans of the imminence of Russia's march to the Rhine had reached near-panic proportions. (Even a year later the people in western Germany, while calmed, still were fearful, for they knew that the Russians al-

ready occupied half their country and could overrun western Germany within an hour after a signal from Moscow.)

But when, in 1950, terror gripped these unfortunate people whose minds we are making such great efforts to win, a conference of top brass in the High Commissioner's Office was held. The public relations recommendation to Commissioner McCloy was that he immediately import his 86-year-old mother from the United States to spend the summer with him in Germany. This was done promptly, and the fears of the western

lowed Monopoly, with the players rolling dice and moving talismen around a board, but instead of a line marked "return to home, mortgage foreclosed," as in Monopoly, the line read "no work today, Communist strike," or something similar. The propaganda message was conveyed throughout the game so that the impression subconsciously was being made that the Commie was not the players' friend but their enemy.

Although the caliber of our propaganda chiefs on the Continent is the highest by newspaper and magazine

"From the earliest days of my boyhood, I have heard a constant clamor for 'business reform'—yet the very word 'reform' suggests that there is something basically evil, corrupt, or criminal about our enterprise system—that it is a delinquent, wayward thing that should be confined, for the protection of society, in a kind of governmental house of correction. Such a concept seems to me to be an insult to the intelligence of anyone who knows and understands American business and who has eyes to see what is happening elsewhere in the world under other economic systems . . .

"So it seems to me that the greatest contribution which anyone can make to American business today is to encourage a wider and more sympathetic public understanding of it, especially among those gentlemen in Washington who control, to such a large extent, the economic forces which govern business operations . . ."

— Benjamin F. Fairless, President, United States Steel Corporation
From address at Wharton School of Finance and Commerce,
Philadelphia, November 12, 1951.

Germans were quickly dispelled. Their interpretation of this seemingly natural act was that the High Commissioner certainly must know more about an impending Russian invasion than they did, and certainly would not bring his mother into such a situation. Therefore, they reasoned, the Russians would not march—a propaganda ten-strike!

There are other examples of ingenuity employed by our propagandists, but these unfortunately are isolated cases rather than part of our propagandists' blueprint.

While in Italy I was struck favorably by a device being used successfully there. Realizing that the adult population is to a large degree illiterate, our propagandist conceived the idea of reaching the adults through their children—a method which American advertising ingenuity for years has been using to sell Bond Bread.

Taking our old American game of Monopoly, the rage in the middle thirties, our boys in Rome patterned after it a game called The Game of the Lira Fund. They revised the game for five players, compelling the children to get their parents into the act. The style of play fol-

stands—a limitation which I consider a key to the problem—the staffs under them, by and large, are mediocre. These posts are filled by our bureaucratic system, and unfortunately many unqualified people are engaged in what should be a top level assignment. There are among these many who frankly could not earn an equivalent sum of money with equivalent prestige back in the United States.

It is unlikely that such a system will readily be changed, no more than that the five propaganda agencies abroad will be consolidated into one. This is the result of a domestic political situation in which the President is subjected to such intense Congressional pressures for hometown patronage that changing it becomes tedious and unpopular.

Our Communist adversaries on the propaganda line are shrewd men and are capitalizing every conceivable error which we even unwittingly commit. For example, when our national planners decided to call our foreign aid program Economic Cooperation Administration (a mouthful, and certainly not counseled by any experienced public relations man), they automatically gave our propagandists abroad a fundamental prob-

lem. Naturally, the agency was popularly referred to abroad by our representatives as ECA. In Italy it didn't take the Communists long to create confusion, since ECA—pronounced ECKA in that country—happens to be the descriptive word for the guild which runs the houses of prostitution.

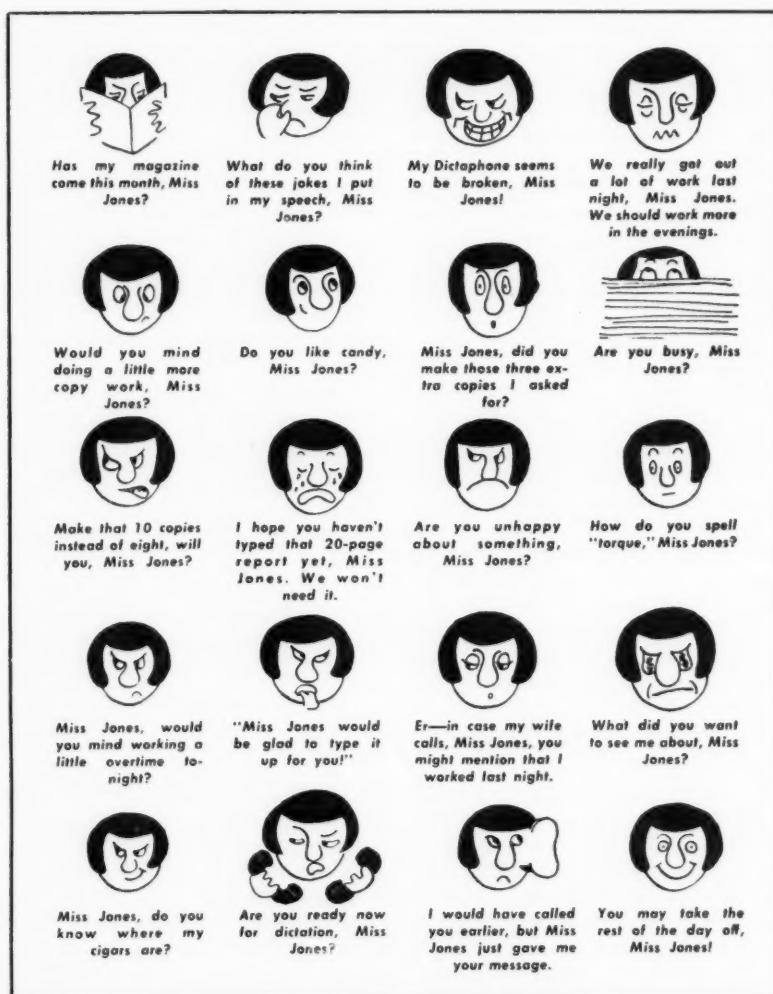
Then our boys tried another term—Marshall Plan—but this was promptly spelled and referred to by our adversaries as *Martial* Plan—the American War Plan.

Only last week, during the tragic flood which ravaged the Po Valley in Italy, the Communists did their best to exploit the disaster. According to *Time* Magazine, they first spread the rumor that the U. S. A.-bomb experiments had caused the rainfall and the flood. A surprising number of Italians seemed to believe the nonsense. Not missing a trick, the Communists then demanded that the Rome government divert arms appropriations to flood relief.

The Communist techniques of jamming American radio programs are well known. By coincidence, I had a dramatic demonstration of this. I was in Rome when General MacArthur made his farewell speech before the joint Houses of Congress in Washington, a speech broadcast throughout the world. I heard it in the Papal studio of Radio Vaticano, which is one of the highest-powered radio stations in the world. The Communists did not jam the program from start to finish, but on the contrary tantalized listeners by permitting them to hear General MacArthur build up to his climax. Then, as he was about to make his point, they would jam the airwaves, lifting the static blast in time for listeners to hear the cheers and applause. After an hour of this listeners were in a pretty confused and nervous state, and the Communist propagandists had won another psychological coup. This was literally an old general not dying but fading away.

Among the reactions to our propaganda program which I sought abroad was that of the Vatican. The clerical heads of the Vatican's communications expressed the honest opinion that without American foreign aid Italy, western Germany and France even now would be Communist-controlled. However, they added, this was due to the economic progress at high business levels, not because we had reached the minds of the farmer, the factory worker and the average family with the story of western democracy.

Your Secretary, Miss Jones



Reprinted from The Stevens-Davis Company Executive Bulletin, June, 1951. The cartoons, originally entitled "Our Secretary, Miss Jones", are by Nadine Hall, a stenographer in the San Francisco office of Westinghouse Electric Corporation.

I am neither a proponent nor opponent of the recent action of President Truman in naming General Mark Clark as Ambassador to the Vatican, but as someone concerned with the business of propaganda and the propaganda warfare which is raging throughout the world today, I think that a competent, qualified representative, regardless of title, should be in close liaison with the Vatican as a listening post for information pouring in there from the rest of the world.

It was my privilege to be taken behind the scenes of the Vatican's world communications center, where on a twenty-four-hour-a-day schedule unsalted information is being sent in from the

bishops throughout the world, even including those countries behind the Iron Curtain where the church still exists in some form. This information ranges from top-secret coded teletype messages regarding affairs of church and state to uncoded, innocuous reports and requests from the dioceses of the world.

Tremendous credit is due Robert Mulren, Director of Information of the Economic Cooperation Administration (and *Life* editorialist on leave), who has been devoting more time than he bargained for to accomplishing the kind of thing we are asking for in this report. The whole matter of foreign propaganda

(Continued on page 20)

Hawaii's remedy for sick bulletin boards

Hawaii Employers Council evolves numerous ways and suggestions for stimulating interest in the use of bulletin boards

By Nelson Prather

Director of Public Relations
Hawaii Employers Council

ON HAWAII'S FAR-FLUNG sugar and pineapple plantations, in mills and canneries and workshops, the cobwebs and dust of neglect are disappearing from countless bulletin boards. The once-lowly board is coming into its own as an important medium of communication with the islands' multi-racial workers. Where once most boards were permitted to languish in idle squalor in dark corners, they now are moving into places of prominence, both actually and in the minds of Hawaii's communications-minded management.

More than a year ago, the Public Relations Department of the Hawaii Employers Council decided to take a crack at stimulating more interest in the use of bulletin boards. In many instances, bulletin boards were merely black boards, upon which work notices were scrawled in chalk. In others, the boards were poorly located, badly cared for, or inadequate in number. By way of contrast, there were some companies doing an excellent job in making maximum use of the bulletin board medium.

How to make a cost-conscious management aware of the potential value of this oft-neglected medium? That was the question we attempted to answer first. A carefully planned "teaser" campaign got under way, first in the regular *Newsletter* to Council members, later in special mailing pieces, and finally in the annual day-long conferences held on each major island.

Result: a quickened interest in the forgotten boards, and a broadside of queries about How, What and Why.

Recognizing that interest can burn at white-heat for only a brief period of time without repeated injections of "fuel," we immediately set about the

task of turning the queries into definite action by management.

First in a series of moves was a rapid follow-up in the form of a list of bulletin board services, offered on a regular basis

by the Council. Included were detailed listings of "canned" services—posters, backgrounds, newpix, etc.—from mainland organizations; locally-designed and printed background sheets for personal notices, newsflashes, safety news, etc.; ideas on how to build boards; individual study and analysis of a company's bulletin board set-up by a member of the PR staff; and the monthly publication of the *Bulletin Board Newsletter*, containing ideas on how to get the maximum effective use of bulletin boards.

Experience had shown that platitudes and generalities were not enough. Hawaii's tough-minded management was skeptical. What about the language problem? Do you propose to post all material in three languages—English, Japanese and Filipino? You emphasize color and humor—light-hearted handling of most topics—do you know the Oriental idea of humor is far different from yours? What do you propose to do about the scattered villages or camps, from which

Bulletin boards should shout — NOT whisper!

Here are some practical suggestions aimed at making your boards the ambassadors of goodwill they are designed to be . . .

Boards are worthless unless they are read . . . so:

- ... Don't be skimpy! Better a too-big board than a too-small one.
- ... Don't hide 'em! Make a traffic study to find out where they should be located to catch a maximum amount of attention.
- ... Don't smother 'em! Let notices breathe with plenty of air space around them. Don't have overlapping, crowded notices competing for attention.
- ... Don't be drab! Get plenty of color into notices and boards. Color properly used literally cries for attention.
- ... Don't be stuffy! Use drawings, cartoons, illustrations that beckon the eye. Get a chuckle into it now and then.
- ... Don't be an old hat! Change your notices regularly and frequently. Remember that boards thrive on SPEED and FRESHNESS.
- ... Don't be gauche! Keep everything in good taste. Remember that not everyone has your sense of humor.
- ... Don't be pedantic! Keep it simple, brief and to the point. Save the big words for those memos to the boss.
- ... DO get variety into the notices. Departmentalize your boards to handle various types of postings such as safety, personals, company messages, etc.
- ... DO set up a system to get FRESH news
- ... and announcements from all the departments FAST!
- ... DO Check with management regularly to get special notices and news while it's fresh.
- ... DO regard your boards as a FLASH NEWS medium rather than as competition with your house magazine.
- ... DO make it a rule to change ALL material regularly. If the same standing announcement is to be kept on, put it in a different dress—make it look new.
- ... DO keep your boards painted, clean and tidy. If they are glass-covered, keep the glass clean.
- ... DO illuminate every board that needs it. Good lighting invites people to stop and look.
- ... DO regard your boards as an integral part of your communications system—not as a poor third cousin. Remember you'll get out of them no more than you put in. They can be good or bad—depending on how much attention they get.
- ... DO use your ingenuity. Oftentimes a little paint, a little thought and loving care do wonders, even if that appropriation didn't come through.

And, lastly, a bit of advice: remember that you're in business to make 'em GOOD, USEFUL, and EFFECTIVE. No apologies, please!

the workers come to the main plantation office only on payday? Since a great majority of the boards must be out of doors, what do you propose to do about protecting it from the weather—the hot sun and the frequent rains? And, finally, is the effort going to pay off, or are we merely buying a new "gimmick," a new administrative burden that demands more attention than it gets?

It became obvious at once that we had a bear by the tail, and we began looking around for a clear spot in the road to let go. But we had fired too much ammunition in the bear's general direction—we had to hang on. We developed "sample kits" of material, boned up on answers to all possible objections, and started out to make personal contacts with those companies which had expressed interest in our bulletin board service.

The pitch we made ran something like this: first, we gave all the reasons why bulletin boards are necessary and desirable—an inexpensive, rapid means of transmitting news and information; easy to maintain without additional specialized help; invaluable in making *daily* contact with employees.

Next we emphasized the necessity for placing the responsibility for maintaining the boards in the hands of one person, and giving him sufficient time to do a good job.

And lastly, we offered to supply that person with a steady flow of ideas and information to enable him to do a good job. That was where the *Bulletin Board Newsletter* came in. And that, in many cases, was the major point in influencing the management's decision to give the program a try. They felt that regular assistance of that kind would provide the stimulus and "know-how" so necessary to the inexperienced bulletin board "editor."

Too often the job of caring for boards is given to someone who doesn't have enough time, aside from the burden of his regular duties, to do an adequate job. Proper care takes time, thought, and effort, and it is one investment in which a profitable return is always in direct proportion to the amount of time and thought devoted to it.

Thus, through the *Newsletter*, we hoped to give the inexperienced editor a short course of instruction in "do's" and "don'ts" as a basic guide, then to keep him going with fresh ideas and suggestions, and, purely as a by-product, give him and his job added prestige and importance in the eyes of management. We felt that in this way the editor could make the most efficient use of the limited



A HORRIBLE EXAMPLE—this board has become a repository for dog-eared, uninteresting notices, and fairly shouts its neglect.



THE SAME BOARD RECOVERED—after a simple treatment of a little thought, a little ingenuity, and a little work.

time available to him by using our "pre-digested" ideas without having to scratch around for them on his own.

But before any of this could become really effective, we felt we had a job to do on the editors themselves. Many of them regarded the bulletin board assignment merely as an extra chore, to be carried out with an absolute minimum of effort and time. We set out to kindle genuine interest and enthusiasm among the editors by emphasizing the importance of the job, the results it can bring, and the personal satisfaction attached to having boards that are admired and read. We tried to make the job itself important,

and in so doing, to give the man who was doing it a sense of accomplishment and pride. How well we succeeded can only be judged by the continually improving quality of the boards.

In the *Newsletter* itself, we set out to answer some of the knotty questions asked by management. We laid heavy emphasis on color and graphic presentations. The old saw about a picture being worth a thousand words was never more true than in Hawaii. Cartoons, graphs, drawings and photos cut across all language barriers, and even if there is difficulty in reading the captions, the

(Continued on page 16)

PR QUESTION OF THE MONTH-

"How should an industrial PR staff be organized?"

A. Vertically?

That is, set up sectionally, according to the jobs to be dealt with, such as customers, employees, stockholders, communities, etc.

B. Horizontally?

That is, with specialists or sections for publicity, advertising, booklets and brochures, and other media and services, but un-specialized as to publics.

C. Some combination of the two?

If so, what arrangement?

D. If none of the above, how do you believe the staff should be organized?

E. If a small staff of only 2 or 3 PR people can be budgeted, what qualifications should be sought and how should the group be organized?

IF THE RESPONSES to the January *Question of the Month* represent a fair cross-section, most public relations men prefer a combination of "informed versatile people" to a group of specialists for an industrial PR staff.

Apparently the question posed was something of a puzzler, since only a few replies were received out of the 100 questionnaires sent out. But of these replies, it was two-to-one for a combination of vertical-horizontal organization with the accent heavy on well-rounded talents.

On the subject of qualifications and organization of a two- or three-person PR unit, opinion was fairly uniform. "Isn't this obvious," said a typical reply, "the very best all-round talent you can hire!"

As might be expected, preference also was shown for employees with newspaper training and general communications abilities. "If a small staff of two or three people is desired, I would seek two specialists with broad communications training, preferably four or five years of newspaper training, and one specialist with specific qualifications in either speech writing, magazine publi-

cation work, with a strong personality factor, or similar," said one response.

The majority of replies to the vertical-horizontal organization questions expressed considerable apprehension about over-specialization of staff work. "If a PR staff is so specialized that individual members are not familiar with anything but their own responsibilities, such as employee relations or dealer relations, they have a rather narrowed perspective on the objectiveness of the over-all program," was one comment. "PR staffs frequently start to disintegrate from the standpoint of enthusiasm and clean-cut operations because either horizontal or vertical specialization undermines the total thinking of the PR department."

Said another answer: "There is no room for specialists in a small staff of

two or three PR people. Ideally, the small department should be headed by a versatile manager and should be staffed with assistants of some versatility."

Several responses noted the self-evident fact that if special technical assistance is needed art-wise, layout-wise or presentation-wise, professional outside talent can always be hired for the specific task. "With a small staff, I would set up a vertical organization of well-rounded men and count on outside help for specialists in the various crafts," was a fairly typical comment.

If any over-all conclusion can be drawn from the answers received, it is that common experience once again has underlined the need for "well-rounded, versatile people" with imagination and enterprise for the better type of PR staff—industrial or otherwise.

And the *Question of the Month's* most honest contributor was in there again with a sharp, clean hit. "I don't know about this at all" was his comment. (Does this candid PRSA member get every *Question of the Month*? He has contributed this same answer several times now.) • •

Each month *Journal* editors ask 100 different PRSA members their views on a question which has public relations significance. This month's replies were analyzed by Walton Onslow, Walton Onslow and Associates, Washington, D. C. Readers are invited to submit questions of interest for such treatment.

My PRSA Credo

I believe that this organization will have just as remarkable a growth in prestige and development as the service clubs have enjoyed in the first half of the present century (I have been identified with Rotary since 1916.)

I believe that we who are now aiding in the growth and development of this organization in its beginning years will point with considerable pride to our efforts 25 years hence.

When I see the respectful consideration which our own little (Toledo) chapter is given by leaders in industry and the civic and commercial life of our city, I can foresee a very

important place for it in the life of the community in the years to come, and I have great pride in thinking of myself as its founder.

Besides, I am greatly interested in taking an active part in an organization which has a great deal of pioneering—much ground-breaking—to do. It presents a challenge such as the opening of the West to our Fathers. It will make for a greater America for those who follow us.

Paul Kieser
President, Toledo Chapter, PRSA.

Hawaii's bulletin boards

(Continued from page 14)

story is there in graphic form.

Corny jokes were taboo, especially the mother-in-law and the spendthrift wife types. This was equally true of cartoons clipped from popular magazines. Personals were played straight with an absolute minimum of the good-natured kidding often included in announcements of births, marriages, promotions. Official company announcements were

alls, wearing a mechanic's cap, busy at a lathe or at some huge, complicated machine, the likes of which are never seen in Hawaii. This imposes a severe handicap on the hard-working editor, and requires considerable improvisation on his part. Unless the company has a good artist handy, the editor must fall back on photos taken locally to make his points.

These are but a few of the unusual situations we tried to meet as the *Newsletter* ploughed along on what was gen-

crawled down reluctantly from our ivory tower and revised most of our old ideas about techniques of bulletin board communication. We found that the men on the firing-line—the men who had the "feel" of what the average worker wanted—were quick to reject much of the usual run-of-the-mill approach. They had no use for inspirational generalities, they wanted concrete ideas that could be translated easily and quickly into practical use.

The *Bulletin Board Newsletter* swung into line. We lowered our sights—aiming with a carefully-loaded rifle at specific targets. Instead of shooting for the optimum organizational set-up that many large mainland companies have, we recognized the fact that in most cases the job of gathering material and news, of preparing it, and of actually posting it, would fall on one person. Everything that we suggested thereafter was based on that assumption.

Some 70 companies throughout the Territory receive the *Newsletter* regularly. They say it has helped to reawaken interest in the use of bulletin boards as an effective, inexpensive communications medium. They say it has been invaluable to the men actually responsible for making the boards tick. And, best of all, they say they can see and feel the results of improved boards among the workers, themselves. We like that, and we intend to keep shooting with the same rifle, in the same direction. • •



Photo Hawaii

Nelson Prather, Director of Public Relations, Hawaii Employers Council, is a former newspaper and magazine man, ad agency account executive, and radio writer. He has lived in Hawaii for the past 15 years, with time-out for a four-year stint as a Major in Army Intelligence. He has been in the Council's PR department for six years, specializing in employee communications and community relations. He is a regional director of PRSA, and past president of the Hawaii Chapter.

brief, simple and to the point.

The use of "canned" posters from mainland sources has been discouraged since it was found that many of the employees of Oriental extraction represented the fact that only "hoales" or whites were depicted. Then, too, most mainland workers are pictured in over-

erally an uncharted course, trying in our simple way to be all things to all men—especially bulletin board editors. We learned a lot in those first few months of publishing the *Newsletter*. We found that we could not apply mainland ideas willy-nilly without considerable adaptation to local tastes and reactions. We

Real basis of American way

(Continued from page 4)

If a family spends 300 hours of its income-producing time for a refrigerator that lasts six years, it has spent 50 hours a year to good advantage. But if their next refrigerator costs 200 hours' labor and lasts 10 years, then the six free years of operation contribute to funds for other purposes.

This is the way our standard of living has advanced. Our risk-taking economy has brought an economic advance to our people which is the envy of socialists the world over. Our working population of 60 million supports a pre-working population of nearly nine millions and a retired population of about four million. In many countries boys leave school early and men must work until they literally drop in their tracks.

Now if all this is true, why do we have a problem in understanding? The problem is simple—we need to have

everyone realize the true facts of how our society has developed, and what it needs to continue.

Not all is perfect under this system of ours. Not all business is as fully aware of its responsibilities as we should hope. There are still, of course, injustices and frustrations that require attention. There are unquestionably areas of activity which need change and improvement, and there always will be.

But let's be sure that we understand what is required for best results—that we progress not through hasty expedients, but through the application of our natural resourcefulness, through bringing our technical capacities to more of our people, through lowering costs and improving the performance of our industry.

While the inventive, technical, and productive men of industry are frequently condemned as selfish, grasping and greedy by those whose purposes are served by such condemnation, they are

really the basis of everything America is and they hold the only real promise of achieving the things we hope to be.

Social gains follow economic advance as a matter of simple cause and effect. Eli Whitney's cotton gin and the textile progress it fostered did more to free women from servitude than all the suffrage agitation in history.

Peasantry was not banished by agricultural reforms, but by the invention of mechanical farm equipment.

The automobile has widened and enriched lives in a manner impossible to achieve through legislation. Modern machinery gave the American workman leisure far more effectively than the cry for the 8-hour day, for without the means, the cry would have been empty and unheeded.

This is the true formula for reform. Let's make sure that we keep it firmly fixed in our minds. It is at once our record of the past and our best hope for the future. • •

Report on a survey of public relations curricula and related topics in American colleges and universities (Part 2 of 3 parts)

By PRSA Education Committee

(Note: Part 2 of the report of the survey undertaken late in 1951 continues to present factually the results obtained from the returned questionnaires sent to over 800 American colleges and universities. Basis for evaluation of courses reported as "public relations courses" was in part dependent on the Webster's Dictionary (PRSA) definition of the term, "public relations," as a criterion.)

Statistical Data

Returns:

Total questionnaires sent out..... 820
Total replies received..... 326
Percentage of return, approximately. 40%

Table 1

Breakdown of 326 Replies Received		
	#	%
Replies from Schools of PR...	5	1.5
Replies from degree-granting institutions	5	1.5
Replies from institutions having majors in PR.....	6	2.0
Replies from institutions giving courses in PR.....	62	19.0
Replies which answered some questions but which were in none of the above categories	49	15.0
Replies which answered no questions	199	61.0
	<u>326</u>	<u>100.0%</u>

The major part of this report, other than courses, is based on the returns from the 127 institutions which responded to some parts of the questionnaire.

Table 2

Size Distribution of 127 Institutions Answering Questionnaire		
	#	%
over 10,000 students.....	17	14
5-10,000 students	20	16
3-5,000 students	18	14
1-3,000 students	27	21
under 1,000 students.....	45	35
	<u>127</u>	<u>100%</u>

Table 3
Size Distribution of Institutions Having a School of Public Relations

	#	%
over 10,000 students.....	2	
5-10,000 students	1	
3-5,000 students	0	
1-3,000 students	0	
under 1,000 students.....	2	
	<u>5</u>	<u>% not indicated due to small numbers</u>

Table 4
Size Distribution of Institutions Granting Degrees in Public Relations

	#	%
over 10,000 students.....	1	
5-10,000 students	2	
3-5,000 students	0	
1-3,000 students	1	
under 1,000 students.....	1	
	<u>5</u>	<u>% not indicated due to small numbers</u>

Table 5
Size Distribution of Institutions Having "Majors" in Public Relations

	#	%
over 10,000 students.....	3	
5-10,000 students	1	
3-5,000 students	1	
1-3,000 students	0	
under 1,000 students.....	1	
	<u>6</u>	<u>% not indicated due to small numbers</u>

Table 6
Size Distribution of Institutions Giving Courses in Public Relations

	#	%
over 10,000 students.....	10	17
5-10,000 students	9	14
3-5,000 students	10	16
1-3,000 students	18	29
under 1,000 students.....	15	24
	<u>62</u>	<u>100%</u>

There appears to be no relationship between course offering and size of institution.

Table 7

Level of Courses of Instruction

Level	Institutions	
	#	%
undergraduate only	61	78
graduate only	3	4
both	14	18
	<u>78</u>	<u>100%</u>

Courses are taught for the most part on an undergraduate level.

Table 8

Department in Which Courses are Offered (does not include 5 institutions with separate departments)

Departments	Institutions	
	#	%
Journalism	43	40
Business Administration	26	24
Education	12	11
English	6	6
Radio-Speech	4	4
Psychology	3	3
Communication	3	3
Other*	10	9
	<u>107**</u>	<u>100%</u>

* "other" includes departments of Cinema, Physical Education, Public Administration, Hotel and Restaurant Management, Industrial Relations, Political Science, etc.

** Total is over 73 because some institutions offer courses in more than one department.

Courses

The following data pertains only to institutions offering courses only in Public Relations. Institutions with separate schools or departments or which grant degrees in Public Relations or have PR major sequences of courses are not included but are dealt with separately in greater detail in the supplements at the end of this report.

It should be emphasized that this paper reports only those courses which the respondent has indicated are in the field of public relations or are related to that field. No attempt was made herein to set up a criterion by which to judge whether or not reported courses were actually in the category of public relations. The evaluation of this report, found at the beginning of it, deals more fully with this subject.

Table 9

Types of Courses and Number of Institutions Offering Them

Course	Number of Institutions Offering
Writing	14
Specialized Course*	13
Survey Course in Public Relations ..	11
Publicity	9
Public Relations, Publicity and Media	8
Publicity and Media	6
Public Relations and Publicity	6
Media only	6
Psychology or Social Psychology	6
Seminar in Public Relations	2
Case Study Course in Public Relations	1

* Specialized courses included: PR for hospitals, business, marketing, associations, etc.

Theoretical Course in Public Relations	1
Others**	19
PR, not described***	14
Course indicated but not described****	14

This table appears to indicate that the majority of the institutions stress the writing-media-publicity aspects of public relations more than the social-psychological aspects. (See evaluation at front for further comment.)

Table 9 reveals the number of institutions giving courses listed. It does not indicate the number of courses given by each institution. Many institutions gave more than one course.

Table 10

Frequency of Courses (62 institutions)

Number of Courses	Institutions giving number of courses	
	#	%
1 course	36	58
2 courses	9	15
3 courses	4	6
4 courses	6	6
5 courses or more	3	5
Offer courses but number not mentioned	6	10
	62	100%

The majority of the institutions offering courses only appear to offer only one or two courses which, as we have seen in Table 9, most often are publicity, media, or writing courses.

Faculty

Over 90% of the PR faculty in institutions giving courses in Public Relations had both academic backgrounds and experience in the field.

TEXTS

(all institutions giving courses)

All institutions did not use texts; many institutions used more than one text. The texts reported below are those which were reported most frequently.

Table 11

Texts Used in "Public Relations" Courses

	Number of Institutions Using Text
PR HANDBOOK, Lesly	16
YOUR PUBLIC RELATIONS, Griswold	14
Trade Journals etc.†	11
PRACTICAL PR, Harlow and Black	6
PR IN MANAGEMENT, Wright and Christian	5
PR AT WORK, Baus	4
PUBLIC RELATIONS, Sills and Lesly	3
EDUCATIONAL PUBLICITY, Fine	3
PUBLICITY, Baus	3

** "others" include a multitude of different courses too numerous and varying to categorize, ranging from Advertising to Catholic Social Principles.

*** PR, not described means that respondent simply stated that PR courses were offered but sent no description of courses.

**** Course indicated but not described means that respondent indicated that courses were taught or that catalogue had been sent but at this writing no catalogue had been received.

† Many institutions indicated that they used library references, trade journals, PRSA bulletins, the PUBLIC RELATIONS JOURNAL etc., as class reading material.

Student Public Relations Organizations

Of all the institutions giving courses in Public Relations (78), Boston University is the only one which has what may be termed "purely" Public Relations organizations for students. They are:

Tau Mu Epsilon (Alpha Chapter)—professional honorary society
Delta Pi Rho—a social organization, to promote better personal relations.

When asked if they thought students would be interested in having honorary Public Relations organizations at their institutions, of the 44 who responded to the question:

10 replied—yes
10 replied—perhaps
24 replied—no

Those replying in the affirmative or "perhaps" are as follows:

Yes

University of Maryland
Pacific University
Utica College of Syracuse University
University of Florida
Hardin-Simmons University
University of Oklahoma
St. Edwards University
St. John's University
University of Tulsa
Xavier University

Perhaps

Bethany College
American University
Bradley University
Buena Vista College
Louisiana State University
University of Miami
Millikin University
Ohio Wesleyan University
Sacramento State College
Bloomfield College

It should be noted that many of the institutions listed above offer no extended courses in Public Relations.

Guest Lecturers

Out of 102 institutions responding to the question regarding whether or not they had guest lecturers in Public Relations:

Yes	71
No	31
	102

Analyzed further we see that:

Institutions which had a School of Public Relations all had guest lecturers in Public Relations.

Of institutions granting degrees in Public Relations, all but one (4 out of 5) had guest lecturers in Public Relations.

Of institutions having a sequence of courses leading to a major in Public Relations, all but one (5 out of 6) had guest lecturers in Public Relations.

Of institutions giving courses in PR but not having a School, granting degrees or having a major, 41 had guest lecturers and 8 did not.

Of institutions not giving courses in Public Relations but responding to the question nevertheless, 16 had guest lecturers in Public Relations and 31 did not.

Table 12

Frequency of Appearance of Guest Lecturers (70 institutions)

Time Interval	Number of Schools
frequently—over 10 times per semester	8
fairly frequently—5-9 times per semester	4
infrequently—1-4 times per semester	29
indefinite—frequency not indicated	29
	70

As would be expected institutions giving courses in Public Relations are more likely to have speakers on the subject than those not giving courses. The results of Table 12 indicate, however, that most institutions, giving courses or not, have their speakers at infrequent intervals.

Approximately 90% of the lecturers had experience in the field.

Curriculum Changes

Of the 88 institutions responding to this question—"Do you plan to alter or change your Public Relations curriculum in the next few years?"

26 indicated that they did plan to do so
9 indicated that they might
53 stated that they definitely planned no changes
—
88

Reasons for Possible Curriculum Changes

The following statements typify the kinds of response of those who indicated that they planned to change their curriculum in the next few years:

It must be subject to constant evaluation and, possibly, modification to the end that it best serve the long-run objectives of the public relations field, the student and society.

We want to offer on-the-job training as a credit course. We also intend to set up a course in publicity. We realize that public relations is not publicity, but we feel the student should have training in publicity writing because writing is such a strong tool of the profession . . .

We are making a study of PR needs and when that is complete may make alterations accordingly. The Executive Officer of the Department presently administering the curriculum for a major in PR is chairman of the Education Committee of the APRA and desires to get the well considered views of that Association before making a major change.

If the demand for an increased curriculum becomes evident, we shall try to meet it.

Other institutions named specific areas in which they intended to make possible changes:

We will probably add some courses. We might establish a formal curriculum leading to a major in public relations. We might add a series of sequence courses, because of the increasing interest of our students in the field of public relations.

We are adding a course in radio and television and newspaper reporting.

More courses. Wider coverage. Greater degree of class participation. Add sections adopting the case study approach.

There are, it appears, two main types of responses. One suggests the approach wherein the institution constantly evaluates its curriculum and changes it accordingly. The other, common to most institutions which do not offer extensive coverage of public relations, is that of adding new courses and building up a larger curriculum.

RESEARCH

In response to the two questions on research* the following information was received:

BETHANY COLLEGE:

**In the field*—pursues a different problem each year. This year—"Just how far has PR advanced in the city of Pittsburgh?"
***Related*—two problems for national concerns (Chemistry). Personnel Department is consultant for several industries.

BOSTON UNIVERSITY:

In the field—full-scale research program carried out by the School's Division of Research and an all-school research committee. Experiments in the effects of media, assessing PR Programs, testing hypotheses on ways in which various publics acquire information, change attitudes and change behavior.

Related—research in Sociology, Psychology Departments particularly pertinent. Experiments on the development of hostility, studies in crime are particularly important.

UNIVERSITY OF MARYLAND:

In the field—graduate thesis on the press relations of the Department of Defense. Dissertation on federal government executive branch public relations, concentrating particularly on the Department of State.

PACIFIC UNIVERSITY:

In the field—seminar class this year is devoting first semester to working out a public relations program for Pacific University.

AMERICAN UNIVERSITY:

Related—some work in the Bureau of Social Science and the Department of Public Administration.

BUENA VISTA COLLEGE:

In the field—accounting for reasons for students choosing the institution.

* 1. "What research is being done in the field of Public Relations itself at your institution?" 2. "What research is being done in other parts of your institution which you feel is pertinent to Public Relations?"

** "In the field" refers to question #1. "Related" refers to question #2.

Related—affect of publicity on alumni.

DEPAUW UNIVERSITY:

In the field—the firm of Marts and Lundy has been employed to conduct a Public Relations survey for Depauw. This is now in process.

EMORY UNIVERSITY:

Related—a communications research division was set up last year and some research with public relations connection is in progress relative to audience reaction to radio and TV programs, commercials, etc., in the Atlanta area . . . also the habits of the radio listening public.

UNIVERSITY OF FLORIDA:

In the field—history of Public Relations in Florida. Factors affecting Sponsor Selection of Radio Programs.

Related—readership surveys for the Gainesville Sun.

HARDIN-SIMMONS UNIVERSITY:

In the field—PR programs in certain public school systems of the area.

HOFSTRA COLLEGE:

In the field—a great deal in the field of marketing.

Related—The History Department is developing a series of business histories.

UNIVERSITY OF ILLINOIS:

Related—Institute of Communications Research is constantly studying the effectiveness of different kinds of communication.

LAFAYETTE COLLEGE:

Related—Financial Promotions Office experiments with new techniques.

MARQUETTE UNIVERSITY:

In the field—student body being surveyed by Marquette Bureau of Business and Economic Research as to reasons for attending the University.

MARYGROVE COLLEGE:

In the field—study of College Public Relations.

UNIVERSITY OF MIAMI:

In the field—students interview local businesses and industries relative to their PR Programs. Make recommendations.

Related—research in Sciences, Government, and Administrative Publicity Departments.

MICHIGAN STATE COLLEGE:

In the field—surveys made for newspapers on reactions of readers and merchants to various types of newspaper content.

UNIVERSITY OF MICHIGAN:

In the field—The Institute of Social Research's Survey Research Center carries on PR studies for business and industry.

UNIVERSITY OF MINNESOTA:

In the field—The Research Division of the School of Journalism has undertaken a study of industrial publications. It has completed projects bearing on the U. of Minnesota's public relations program, and it has done similar work for the Minneapolis Star and Tribune. Students have

completed many research studies on PR.

Related—Publications of the Industrial Relations Center bearing on labor relations problems. Research and publications of psychology department members, in the field of informal communication outside of planned channels.

NORTHWESTERN UNIVERSITY:

In the field—student studies concerning Off-Campus Relations Office and the News Bureau of the University.

NORTHWESTERN UNIVERSITY:

Related—All deans, directors and department heads are conducting a study of their respective areas as to the possibility of emphasizing the contribution they may be able to make in the public relations field. The Alumni Office and the Off-Campus Relations Office are cooperating in this project.

UNIVERSITY OF OKLAHOMA:

In the field—Private Support of Communications. Psychological Barriers to Communication. Analysis of Objectives to Major PR Campaigns. Analysis of Editorial Trends in House Organs. Treatment of PR Problems by Competitive Organizations.

ROCKHURST COLLEGE:

Related—preparation of a survey for determining the potential man-power of the Greater Kansas City area.

RUTGERS UNIVERSITY:

Related—research by Department of Sociology for U. S. Department of State.

ST. JOHN'S UNIVERSITY:

Related—study of attitudes and opinions of alumni.

UNIVERSITY OF SOUTH DAKOTA:

In the field—Study of Freshman to determine how the PR program influenced them in coming to the school.

UNIVERSITY OF TULSA:

Related—communications research. Survey work for Tulsa industrial companies.

WASHINGTON & LEE UNIVERSITY:

In the field—case studies of public relations programs.

UNIVERSITY OF WISCONSIN:

In the field—"Origins and Evolution of the PR Practice." "Ivy Lee: Founder of the PR Concept." "Paid Advertising as a Tool of PR." Three studies in the selection and validation of a sample of daily newspapers to measure content and opinion. Application of Flesch Readability Test to Selected Sample of U. S. Army Press Releases. Survey of Public Relations activities of State Governments Case Studies.

Related—Research projects in Communication, History of Public Relations, and Public Opinion now in progress in Departments of Journalism, Agricultural Journalism, Sociology and Commerce.

AGRICULTURAL AND MECHANICAL COLLEGE OF TEXAS:

Related—The Agricultural Extension Service and the Engineering Extension Service

(Continued on page 20)

Fight for men's minds

(Continued from page 12)

is one which should be given the highest consideration. Arthur W. Page, a director and former vice-president of the American Telephone and Telegraph Company, has expressed himself as follows:

"I do not think that any information program will ever be satisfactory, for its object is to get a number of conceptions and facts quickly into the heads of millions of people whose heads are full of other facts and prejudices and whose time is otherwise occupied.

"In this activity, as in big league batting, an average of .300 is exceptionally high. What you say is dependent on what you do. If authority to do is diversified, authority to talk must go with it. The perfect arrangement from the purely information angle would be to have the doer do the talking. As he hasn't time to do both, it is essential that he have someone to talk for him whom he can work with easily, in whom he has complete confidence and whom he will keep intimately and continuously informed.

"This is merely doing what is done now, but, where needed, with better men who are given better opportunity to know everything and have some voice in decisions before they are made. This suggestion is so unspectacular that I doubt its appeal.

"Even if done as well as humanity will allow, it won't be at all perfect, both because of human fallibility in dealing with imponderables, and because our govern-

ment is not organized to common policies in what it does. The cabinet is supposed to have the policy coordinating function, but it does not do it very well and there are numerous government agencies more or less out of cabinet control. So if the doers cross each other up, the sayers can't change the fact and present a picture of complete coordination.

"The best thing the sayers can do is to know well and all the time what the doers are doing and why, and to have a chance to advise on the public reaction of what is done *before* it is done. This won't happen unless the doer has real regard for the sayer's opinions.

"The ECA propaganda in Europe is a natural part of its work. As long as ECA does things in Europe, presumably it should talk about them in order to get the most advantage out of the doing.

"ECA presumably won't go on forever, and presumably it will prepare Europe for this fact along with the others. The handling of this may be one of its most interesting jobs, for what reputation and influence is left after the program ends will be important."

In summation, then, the observations made abroad resulted in the following recommendations:

1. That the propaganda function be established at Cabinet level in the government of the United States, for if this is a war of ideas it is as essential to have a Secretary of Propaganda as it is to have a Secretary of Defense.

2. That an unpaid advisory committee composed of a half-dozen American pub-

lic relations professionals be created to counsel on our foreign propaganda. This would also serve to put those in our propaganda organizations abroad on a more sophisticated basis and undoubtedly would attract some of the top publicists in the profession to fill such posts.

(Such a group was created and consists of the following: Carl Bvoir, Chairman of the Board, Carl Bvoir & Associates, New York; Earl Newsom, Senior Partner, Earl Newsom & Company, New York; Arthur W. Page, retired Vice President and a Director, American Telephone & Telegraph Company, New York; Paul Garrett, Vice President, General Motors Corporation, New York, and Thomas J. Deegan, Jr., Vice President and a Director, The Chesapeake and Ohio Railway Company, New York.)

3. That teams of public opinion leaders — burgomasters, butchers, bakers — from the countless small towns and villages of the Continent be brought to our country for a month to view with their own eyes the wonders of western democracy: Boulder Dam, the sky-windows at Detroit, Merritt Parkway on a Sunday afternoon and the other things which we believe are right and bespeak a free way of life. The only qualification here is that such teams be exposed to no pressure from our State Department, but simply be given the opportunity to judge for themselves.

This, then, is not only a report but a plea for immediate consideration by our Administration. Up to now the fight for men's minds is one war we are not winning. • •

College PR survey

(Continued from page 19)

ice are carrying on work which is related to Public Relations.

ALABAMA POLYTECHNIC INSTITUTE:
Related—graduate research in Personnel Management, Management Problems, Corporation Finance.

CAPITAL UNIVERSITY:

Related—a continuation committee is engaged in studying promotion in the field of student recruiting.

DEPAUL UNIVERSITY:

Related—research in other departments which is of value in other public relations analysis; e.g., marketing research, office management problems, industrial psychology, etc.

GOSHEN COLLEGE:

In the field—internal faculty committee studying Goshen PR program; to evaluate it and recommend improvements.

UNIVERSITY OF KANSAS:

In the field—graduate thesis: Public Relations set-ups in state-supported colleges and universities.

MONMOUTH COLLEGE:

Related—alumni studies. Admission Department analyzes results of promotional activities and samples opinions of high school administrators on problems of mutual interest.

SOUTHERN ILLINOIS UNIVERSITY:

Related—Study of Folklore of Southern Illinois. Wood Projects Marketing. Wildlife Management Research.

UNIVERSITY OF TOLEDO:

In the field—thesis—PR for a county school; thesis—House Organs.

Related—monthly business review with cost of living index.

TULANE UNIVERSITY:

Related—School of Medicine experiments to determine how a medical college can extend its services over a wide area, to physicians and hospitals. Research Institute is investigating population movements and allied social trends in the area. School of Architecture and School of Social Work have each conducted several projects of direct community benefit.

(This is the second of three parts of the survey report. Final installment will be published in the February Journal.)



THERE'S MONEY IN PICTURES

By Leo Solomon, Funk & Wagnalls Company, 195 pp.—\$3.00

Reviewed by Robert McDevitt, Pendray & Company

THE PUBLIC RELATIONS MAN to whom a camera is important, either as tool or hobby, will find worth-while reading in Leo Solomon's book, which has as its primary purpose "making picture-taking pay off for the amateur."

There's Money In Pictures will make pleasurable reading for the man or woman who carries a camera, because Mr. Solomon succeeds in making amateur picture-making sound like good hunting and fishing stories told by the hunters and fishermen themselves. For "how-to-do-it" material on what to do with pictures after you have them, the author quotes numerous authorities, including amateurs who happened to be there with camera when the news was making.

Naturally, former picture syndicate editor Solomon concentrates on picture markets in the newspaper and feature fields, but does not neglect to mention the many markets in the fields of advertising, publicity, promotion and the like.

The PR practitioner will benefit directly from sections of the book devoted to captions, picture scripts and tips from professionals on how to organize a story in good picture narrative. • •

THREE WEEKS TO A BETTER MEMORY

A manual on the art of remembering, by Brendan Byrne, The John C. Winston Company, Philadelphia; 233 pp., \$2.95.

Reviewed by Robert L. Bliss, Associate Editor, Public Relations Journal

Brendan Byrne, former Director of Programs for the American Heritage Foundation, has turned author in support of the theory that anyone's memory can be trained. In fact he claims it's just like improving your golf, dancing

or any other skill, providing you adopt correct methods.

Heavy on "how-to," this fresh approach to the problem gives 21 chapters of proper methods. The reader is asked to absorb one chapter a day—for three weeks. At the end of each day's chapter, quizzes, tests and parlor games are provided to prove progress for "Dr." Byrne's "patient." If the reader can honestly pass these daily checkups, the author claims he's on the way to a better memory.

Information Please's John Kieran lauds Byrne's method: "Books on memory training are very interesting to me. This one by Brendan Byrne is the best I've seen to date," he crows.

Your reviewer can only add that (1) the light touch and visuals makes it a pleasant experience (2) it's anything but heavy going, and (3) it's working for this "patient." • •

MANPOWER RESOURCES AND UTILIZATION

By A. J. Jaffee and Charles D. Stewart, John Wiley & Sons, Inc. New York. 532 pp. \$6.50.

Reviewed by Richard Fehr, Vice-president, Doherty, Clifford & Shenfield, Inc.

In the preface the authors say "if it were not for the years of practical experience which one of the authors has had at the Bureau of Labor Statistics and the other at the Census Bureau, it is highly doubtful if this study would ever have been prepared." Certainly anyone lacking such experience would have had a hard time compiling a similar work. The volume is an exhaustive treatment of the entire business of measuring manpower in relation to the social and economic life of a nation.

The authors have tackled a research job on a scale that would have dismayed all but the most avid students of manpower problems. They have produced a text book that will be indispensable to all who must explore the broad pattern of the United States working force.

The book shows how the working force is measured and how the findings are interpreted. It describes in detail the individual groups making up the labor force and analyzes those groups in terms of age, family characteristics and retirement problems. It discusses the effects upon the working force of technical advances, immigration and migration.

The book cannot be read; it has to be studied. The authors might have employed a simpler style. Heavy language is often encountered. Here's a sample: "The only elaborate methodological attempt to describe a theory of economic development in which sociological and economic factors were related in a scheme of causation, other than that of Schumpeter, was that of Marx, and Marx's theory appeared to have little predictive value." • •

APPLIED SEMANTICS

By Joseph G. Brin, Bruce Humphries, Inc. 189 pp. \$3.

Reviewed by Henry H. Urrows, Harold L. Oram, Inc.

Given the present state of the renaissante science of word meanings, perhaps no manual could justify this ambitious title. The sub-title, however, modestly offers "An Approach to More Effective Use of Language in Social, Business and Professional Situations."

The text falls short of Professor Brin's proclaimed purposes. When relevant, much of the content is obvious. Examples of valid points are often badly chosen. He considers the term *public relations counsel* a euphemism for the equated "less tactful connotation" of *press agent*.

This reviewer cannot recommend *Applied Semantics* to anyone who has enjoyed adequate high school guidance in use of language. The book contains little material not presented more skillfully in popular form by Stuart Chase's *The Tyranny of Words* and by Hayakawa in his excellent *Language in Thought and Action*. The serious student may prefer to cope with Alfred Korzybski's original morass of revelations.

As practitioners, we sharpen our conscious use of words in two primary ways. We read good writing, available in abundance. In the course of our working day, we successively redraft what we have to say.

The good writers love dictionaries and the thesaurus for the words they illuminate. This book does not do this. • •

NEWS IN VIEW



President—Ed Lipscomb, Director of Public Relations, National Cotton Council of America, Memphis.



Vice President—William G. Werner, Mgr., Division of Public Relations, The Procter & Gamble Co., Cincinnati.



Secretary—G. Edward Pendray, Senior Partner, Pendray & Company, New York.

Pach Bros.



Treasurer—James P. Selvage, Partner, Selvage & Lee, New York.

PRSA EXECUTIVE GROUP

The Society's 1952 9-man Executive Committee includes the President, Vice President, Secretary, Treasurer, immediate Past President, and four additional members who are elected to the Committee by the Board of Directors. Robert L. Bliss is Executive Vice President of the Society.



Executive Vice President—Robert L. Bliss, Public Relations Society of America, New York.



Fabian Bachrach

Frank H. Bauer

In addition to the four principal officers of the Society, the Executive Committee includes (l. to r.): Clark Belden, Managing Director, The New England Gas Association, Boston; W. Howard Chase, Director of PR, General Foods Corp., New York; George M. Crowson, Ass't to the President, Illinois Central Railroad, Chicago; Milton Fairman, Director of PR, The Borden Co., New York, PRSA's immediate Past President; and J. Handly Wright, PR Counsel, St. Louis, Chairman of the Committee.



NEWS SECTION

JANUARY, 1952

PRSA's Commission on Research reports substantial progress

PRSA's Commission on Research has made substantial progress since the Annual Conference in Chicago. Membership of the Commission has been increased, a Vice Chairman for Finance has been appointed, and the research program for 1952 has been worked out in preliminary detail. In addition, some actual research work has been begun.

At the December meeting of the Society's Executive Committee (its final 1951 session), Commission Chairman, Rex F. Harlow, who attended, discussed the organizational structure of the Commission, its function, plan of operation and financial needs.

The importance of keeping clearly in mind two important factors was emphasized: (1) that the Commission do a solid, basic piece of research in public relations; and, (2) that the results achieved be both practical and usable in public relations work.

The recommendation made to the Commission by those in attendance at the November 17 meeting in Chicago, (reported in the Annual Conference issue of the JOURNAL), that the core of the year's effort be a survey of research work being done by social scientists in areas of interest to public relations workers—with special emphasis on study of attitudes—was favorably considered.

Dr. Harlow announced that he will be able to devote half of his time to the Commission's program in 1952. This is being made possible through the generosity of two of his clients, W. Herbert

Allen, Executive Vice President, Title Insurance and Trust Company, Los Angeles, and George W. Kleiser, Jr., Vice President, Foster and Kleiser Company, San Francisco, who are personally providing funds to pay for the services rendered to the research program by Dr. Harlow who will direct the survey planned by the Commission.

President-elect Ed Lipscomb was authorized by the Executive Committee to appoint Conger Reynolds, Director of Public Relations, Standard Oil Company (Indiana), Chicago; and Franklyn Walt-

man, Director of Public Relations, Sun Oil Company, Philadelphia, members of the Commission.

Mr. Waltman has been named Vice Chairman, Finance, in charge of the Commission's fund raising activities.

The Executive Committee authorized establishment of an Advisory Committee to be composed of leading social scientists and business executives, with personnel to be announced later.

One of the most encouraging pieces of information disclosed in the discussion of the research program is the enthusiastic cooperation being tendered it by some of the foremost social scientists of the nation.

The Commission launches its program under favorable auspices. It has before it a difficult task, but everyone who is familiar with its creation and efforts to date, feels the first project is well grounded and will be productive. • •

1952 PRSA Annual Conference and Board meeting dates established

First subject on the agenda of PRSA's new 1952 Executive Committee was the establishment of dates for the three national meetings of the year—Spring and Fall Meetings of the Board of Directors, and the 5th Annual National Public Relations Conference.

San Francisco will be the site of the

first event—the Spring session of the Society's governing body—with PRSA's Bay Area Chapter serving as hosts, and developing a regional PR conference under local auspices the day preceding the meeting to coincide with Board mem-

(Continued on page 24)



FAIRMONT HOTEL, NOB HILL,
SAN FRANCISCO
Spring Board Meeting: April 25-26



ST. CHARLES HOTEL, NEW ORLEANS
Fall Board Meeting: September 26-27



HOTEL STATLER, WASHINGTON, D. C.
5th Annual Conference:
November 23-26

Chapter news notes

COLUMBUS CHAPTER

Edward H. Bronson, Station Director of WBNS-TV, a man who pioneered in the development of one of the Columbus TV stations, addressed members of the Public Relations Society of Columbus at the November (15) luncheon meeting, on "TV and Your Public Relations."

A former Columbus newspaperman and experienced also in the field of radio, Mr. Bronson joined the staff of WBNS-TV as Program Director prior to its opening in October, 1949. He had returned to Columbus from Grand Rapids, Mich., where he had managed a radio station. He became Station Director of the Columbus TV station in January, 1950. • •

DETROIT CHAPTER

Services provided by Detroit public institutions which can be of great assistance in public relations activities, but which are not always used to full advantage, were described by a college dean and a top librarian at a regular Detroit Chapter meeting on November 29. Some 50 members attended the dinner session at the Rackham Building in Detroit.

Victor A. Rapport, Dean, College of Liberal Arts, Wayne University in Detroit, and Ralph Ulveling, Librarian of the Detroit Public Library, discussed the facilities available at Wayne and the library that might be of use to public relations departments, particularly in

special research or special projects.

At Wayne University, Dean Rapport pointed out, there are the normal courses of study and special night courses, research activities carried out in various departments, and special instruction that the college has been called upon to provide for certain outside agencies. Wayne has served utilities by compiling histories of certain activities they had accomplished in the community, has carried out special research projects for the Detroit Heart Association, research in air-cargo shipments, industrial health, and research on taxes for industrial firms.

In connection with the special instruction Wayne provides, Dean Rapport explained that Ford Motor Company has called on the School of Business Administration for development of a number of special pre-degree and post-degree courses for graduate engineers and others. The college has also developed other special courses. For example: a course in production control for the Air Force.

Mr. Ulveling outlined the enormous amount of research literature available at the Detroit Public Library on almost every subject. He told of the large film library of 600 or 700 films, material for in-service training of public relations staff members, printed material on attitudes of a great many widely varied public groups on many kinds of subjects

(Continued on page 31)



NEW YORK CHAPTER SEMINAR: "Making the Bosses' Speeches Most Effective." At a luncheon-seminar, one of a series held in 1951 by the New York Chapter, speakers (l. to r.): Edwin Leibert, PR Director, Health Information Foundation; Herbert M. Boas, Jr., Ass't PR Director, Sinclair Oil Company; and Ransom P. Rathbun, Eastern Division Mgr., National Association of Manufacturers. The panel gave the presentation in three parts: (1) Preparing the speech, Mr. Boas, (2) Speech location arrangements, Mr. Rathbun, (3) Promotion and distribution, Mr. Leibert.

Meeting dates established

(Continued from page 23)

bers' visit. The Los Angeles Chapter plans to hold its usual Spring Conference in cooperation with University of Southern California, an on-campus event April 28, the Monday following the San Francisco Board session.

The Board sessions, to which all PRSA members are invited, will be held Friday and Saturday, April 25-26, at the Fairmont Hotel. (Personal room reservations should be made direct to hotel, mentioning "PRSA Board Meeting.")

Fall Meeting in New Orleans

Fall session of the Board has been called for September 26-27, at the St. Charles Hotel, New Orleans. This event, also a Friday-Saturday affair, has been planned to dovetail with the annual regional PR conference held at Tulane University under direction of Horace C. Renegar, the University's Director of Public Relations, who is PRSA's Southern Vice President. Present indications point to establishment of chapters in Atlanta and New Orleans prior to the meeting. Customarily, the Society's standing and special committees submit full reports of their activities for the year at the fall session, in preparation for action to be taken at the membership session at the Annual Conference.

Washington wins Annual Meeting bid

The Executive Committee accepted the Washington D. C. Chapter's invitation to the Board of Directors to hold the Annual PRSA Meeting in the nation's capital. Coming as it will, three weeks after national elections, the Meeting should be quite a focal point for public relations interest and significance. The event will be staged at the Statler, November 23-26, with Board and Executive Committee meetings on Sunday, November 23, and general conference sessions on the succeeding days.

The Annual Conference Committee Chairman has not been named, but a full roster of committee members who will plan and stage the event—with the three-year-old Washington, D. C. Chapter as host group—will be made known at an early date, according to Executive Committee announcement.

Reservations for personal accommodations in all instances should be made direct to the hotel concerned, mentioning the pertinent Society event. Based on scarcity of particular accommodations

(Continued on page 31)

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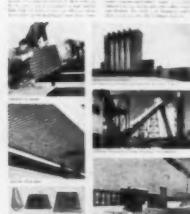
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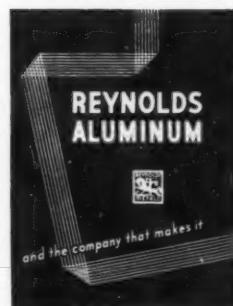
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EXECUTIVE OFFICES—RICHMOND 19, VA.

January, 1952

• SALES OFFICES—LOUISVILLE 1, KY.

New York Chapter and New York University co-sponsor on-campus PR conference

Need emphasized for gearing PR programs of trade and industry groups to real public interest

The need for corporations and trade groups to gear their public relations programs to the public interest was emphasized repeatedly during an all-day conference of business, government, science, education and public relations leaders December 12 at New York University. The conference was jointly sponsored by the Public Relations Society of America's New York Chapter, and the University's Graduate Division of Public Service.

Roy E. Larsen, Chairman of the National Citizens Commission for the Public Schools, commended corporations for their present interest in the schools, but urged even greater support on the community level. Mr. Larsen, President of Time, Inc., said that serious problems are arising from the post-war increase in the birth rate, lack of buildings and the shortage of teachers. He asserted that apathy is the leading enemy of progress in education and called on companies to support the accelerated drive for better public schools through their public relations programs.

Other speakers to point up the need for "public relations in the public interest" were Ralph S. Trigg, Deputy Administrator of the Defense Production Administration, and Spruille Braden, former U. S. Ambassador to Argentina and Chairman of the New York City Anti-Crime Committee. Mr. Trigg asked for the assistance of public relations people in combatting unreasonable demands by "pressure" groups for critical materials needed by the defense effort. Mr. Braden suggested that committees of businessmen be formed to combat the threat of organized crime. The rackets drain more than 20 billions per year from the national economy, he said.

The conference was opened by Chairman Win Nathanson of Win Nathanson Associates, after remarks of welcome by Dr. William J. Ronan of the Graduate Division of Public Service of NYU. Mr. Nathanson set the theme of the meeting saying, "We find that public relations is working increasingly in projects which are clearly in the public interest and of benefit to both management and society."

Dr. Ormond J. Drake, Assistant Dean

of NYU's College of Arts and Science, then declared that man's greatest problem today is man himself. A public relations program, to be successful, he said, must reach the individual and satisfy the basic desires for recognition, response, prestige and expression.

In a panel devoted to case histories of business public relations programs designed to serve the public, Richard A. Aszling, Assistant Director of Public Relations for the Borden Company, reported that Borden's *Review of Nutritional Research* had been mailed ten times each year for eleven years to nutrition experts, doctors, institutions and government bodies. He pointed out that the publication was free of any commercialism and produced entirely at the expense of the company. Stanley Simon of Bulova Watch Company described his company's watch repair training program for handicapped veterans. Hudson Robbins, of Carl Byoir Associates, reported the "Cheaper and Better Chickens" program supported by the Great Atlantic and Pacific Tea Company. He said five years of effort by the poultry industry had increased annual volume from one and three quarters billion to four billion dollars. J. K. Owen of the National Cash Register Company described plant-community relations in Dayton. Keith Martin of International Business Machines Corp. told of IBM's touring art exhibition which has been made available to schools, museums and other organizations throughout the country. Marshall Sewell, Jr. gave a brief pic-

ture of the U. S. Rubber Company's "Little League Baseball" program which is restricted to boys under twelve years of age. William Bayles of Standard Oil (N. J.) told about human relations problems overcome in the process of building and running a huge refinery in Fawley, England, an English village dating to the time of the Norman conquest. James H. Mills of Wilding Pictures Corporation summarized the remarks of the panel members and suggested a number of civic problems which would provide excellent targets for company public relations campaigns.

William L. Laurence of the *New York Times* said that immediate planning is required to utilize the energies and talents of the 25 million persons who will be over 65 years of age in the next decade or so. This increase in the proportion of older persons in the population is a subsidiary problem created as science has conquered many infectious diseases, solved various chemical, medical and nutritional mysteries, and introduced new methods of birth control.

In a panel on better education facilities headed by Mr. Larsen, other business leaders stressed the need for more public attention to school problems. Samuel C. Gale, Vice President of General Mills, reported on his company's extensive program of economic education in the public schools. Theodore Repplier of the Advertising Council, Inc., reported that a campaign to bring pay raises to school teachers has resulted in large salary increases and prevented a mass exodus of trained people from the profession. Courtney C. Brown of Standard Oil (N. J.) said business should take a greater interest in public education because it will raise the general standard of living and because life-long impressions about free enterprise are formed

(Continued on page 27)

Annual rocket award to honor PR Journal editor

The first annual "G. Edward Pendray Award" for an important current contribution to the technical literature of rockets and jet propulsion was awarded November 29, 1951 to George P. Sutton of North American Aviation, Inc. for his book, *Rocket Propulsion Elements* (John Wiley & Son, Inc.) at the Annual Meeting of the American Rocket Society at Atlantic City, New Jersey.

The Award, to be given annually, has been established in honor of G. Edward Pendray of the public relations firm of

Pendray & Company. Mr. Pendray is one of the founders of the American Rocket Society and a leader in the development of rockets and jet propulsion. He is a member of the Board of Directors and a former President of the American Rocket Society and author of a best-seller in the rocket field, *The Coming of Age of Rocket Power* (Harpers).

Mr. Pendray is a member of PRSA's national Board of Directors, and is Editor of the PUBLIC RELATIONS JOURNAL. • •

PEOPLE

(•) indicates PRSA members

Max W. Milbourn • Director of Public Service at Kansas State College, was elected South Central Regional Vice President of the National School Public Relations Association at its annual meeting held recently in San Francisco. Mr. Milbourn is the only college representative among NSPRA's national officers.

Promotion of three Standard Oil Company (Indiana) men to positions as Assistant Directors of Public Relations is announced by **Robert E. Wilson**, Chairman of the Board. They are **Donald L. Campbell** • **John Canning**, and **J. M. Patterson**. All have had a part in Standard's growing goodwill-building activities under **Conger Reynolds** • Director. The three will specialize respectively in administration, communication through outside media, and projects and communication in company channels.

Katharine de Reeder • has been appointed Director of Consumer Relations, Consolidated Trimming Corporation, New York. Mrs. de Reeder has had an active career in both the consumer and public relations fields, most recently as Director of Public Relations and Publicity of John Falkner Arndt & Company.

Kenneth S. Giniger • Editor-in-chief of the trade (general) book division of Prentice-Hall, Inc., New York publishers, has been recalled to active duty by the United States Army as a captain in the military intelligence reserve. He will be stationed in Washington.

Robert M. Creaghead • & Co., Cleveland and New York PR and Management Consultants, has moved its New York office to 500 Fifth Avenue.

Eugene H. Kone • Associate Director of the Yale University News Bureau, has resigned to become Vice President of Martin Wright and Associates, of New Haven, a New England firm specializing in employee, community and public relations. He is widely known for his work in educational public relations and the popularization of scientific and technical research.

In addition to his duties as Secretary to the Mayor, St. Louis, Missouri, **Robert E. Smith** • will teach a course in governmental public relations at St. Louis University next semester.



Since relatively few people are as wide as they are high, being as wide as you're high is distinctive, sort of. Whether you like your distinction that way is something else again.

We are sometimes tempted, in our business of preparing printed messages for business and industry, to use a freakish idea just to get noticed. We rarely do, though.

There are proper occasions for stunts, but not many. More often a stunt loses in taste, informativeness and long-term effectiveness what it gains in attention

value. The medicine show, after all, is passéd.

We believe almost any organization can establish its identity in the public's mind by a fresh, original approach and yet without making a freak of itself. The reason we believe this is that we have helped so many clients (PR people and others) to do it.



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COPY • DESIGN • ILLUSTRATION • TYPOGRAPHY • PRODUCTION SUPERVISION

Formation of Fulweiler, Slaughter & Pyne, Inc., marketing and public relations consultants, with offices at 366 Madison Avenue, New York, was announced Nov. 27 by the principals, **John H. Fulweiler** • **John A. Slaughter** and **H. Rivington Pyne, Jr.**

Robert W. Cary • has been elected Vice President of Bowker & Company, Inc., Toledo public relations firm, it was announced recently by **Benjamin C. Bowker** • President.

Maynard Stitt • formerly with Fred Eldean Organization, Inc., has joined Hill & Knowlton, Inc., New York, as Account Executive.

Albert Carrière • formerly Director of Public Relations, C. H. Masland & Sons, Carlisle, Pa., has joined Hartwell, Jobson & Kibbee, (Marion Jobson •) New York and Chicago PR consulting firm, as Account Executive in charge of the Chicago office.

Mrs. Alice E. Emery was elected president of the Ten Year Club of the Lawrence H. Selz • Organization, Inc., Chicago public relations counseling firm, it was announced recently. The club is composed of employees who have been

with the firm ten years or more.

Ben W. Fortson III has joined the Houston public relations firm of **George Kirksey** • & Associates as an account executive.

New York conference

(Continued from page 26)

at the elementary and secondary school levels.

In the field of medicine, Dr. Iago Goldston, Secretary of the Medical Information Bureau of the New York Academy of Medicine said that medical science has made remarkable progress but the average man doesn't know what it is all about. "A task force is needed," he said, "to clear up the false impressions created by extravagant advertising claims and sensational magazine articles."

Dr. Francis H. Russell, Director of the Office of Public Affairs of the U. S. Department of State, told of the effect of American public opinion on the course of the country's foreign policy. • •

**PATRONIZE
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Public relations management corporation formed

14-firm nationwide service network includes many PRSA members

Fourteen regional public relations firms in principal cities across the country have merged to form "the nation's largest integrated public relations organization," according to an announcement by Paul A. Newsome,* Chairman of the Board. The new organization, called Public Relations Management Corporation, has established executive offices in the Chanin Building, New York City.

"The organization is an entirely new concept of public relations to management," said Mr. Newsome. "It is without parallel as a national public relations firm in the combined talent, experience and scope of operations of its member firms and their local staffs. All of the 14 stockholding firms are leaders in the public relations field in their own cities and sections of the country. In addition to the New York main office, and offices in 14 key cities of the country, a branch has been established in Washington, D. C."

Mr. Newsome, President of Newsome & Company, Inc., Boston, disclosed that a president would not be chosen for several weeks but that he would be a man prominent in public relations. Nelson B. Moore of Cleveland, head of Nelson B. Moore & Associates, is serving as acting president, he said. Don Short,* Minneapolis public relations counsel, is secretary of the corporation.

"Public Relations Management Corporation was organized to provide an efficient and effective means of carrying out national public relations policies of industrial and association clients," said Mr. Newsome in discussing the merger. "The talents of counselors and technicians of top experience are integrated in a super planning board.

"By this united effort we have gained whatever advantage there is in being the largest firm of its kind and have been able to effect striking economies in operation. Through our 16 offices, all connected by teletype, we are able to blanket the country in fast, complete coverage either gathering information or in

news dissemination. By the same token we can pin-point coverage for a national account if so desired."

The member firms of the new group are Newsome & Company, Inc., Boston, Mass.; Howard G. Mayer* and Dale O'Brien,* Chicago, Ill., and Los Angeles, Cal.; Nelson B. Moore and Associates, Cleveland, Ohio; William Kostka* and Associates, Inc., Denver, Col.; James P. Chapman, Inc., Detroit, Mich.; George Kirksey* and Associates, Houston, Texas; Don Short, Minneapolis, Minn.; William Glenn Saunders, Montgomery, Ala.; Scott Wilson & Associates, New Orleans, La.; The John LaCerda* Agency, Philadelphia, Pa.; M. K. Mellott* & Company, Pittsburgh, Pa.; The Hughes Organization, San Francisco and Robert A. Willier* and Associates, St. Louis, Mo.

Donald D. Hogate,* PRMC Vice President and a well-known Washington public relations counsel, heads the firm's important branch in the nation's capital with a staff of five technicians. The New York office will be headed by W. Moscrip Miller,* former president of Affiliated Public Relations Counsel, Inc., from which he resigned to join PRMC as a Vice President. Marv Enright, office manager, comes to the New York office from Hill & Knowlton, Inc.

"Our regional offices are prepared to

undertake any public relations task which a national account might require," said Mr. Newsome. "At the same time, the New York office acts as the national publicity representative of the member firms and their clients and performs such other services as may be demanded.

"The New York office of Public Relations Management Corporation also will function as counsel for clients, national or local, whose headquarters are located in the metropolitan area. It will be operated and staffed as a full-fledged public relations firm in its own right."

Mr. Newsome declared that he felt the planning board of PRMC was one of its most distinctive features. He said that on each account of national scope, an across-the-country committee, chosen for special knowledge of the specific problem at hand, would formulate the program to be followed.

The accounts now being handled by PRMC and its affiliates include a wide variety of industrial, trade association and commercial firms. More than 40 of these are national in scope.

Directors of the Corporation are James P. Chapman, Lou Hughes, George Kirksey, William Kostka, John LaCerda, Howard G. Mayer, M. K. Mellott, Nelson B. Moore, Paul A. Newsome, Glenn Saunders, Don Short, Robert A. Willier and Scott Wilson. The executive committee of seven members includes Chapman, LaCerda, Mayer, Mellott, Moore, Newsome and Short. • •

*indicates PRSA members—Editor

PRSA members participate in CBS network commentary on public relations

"The World and You" features Chase, Harlow, Medlock.

During the week of December 2, the Columbia Broadcasting System, aired five 15-minute consecutive sessions of its popular early evening public interest program, "The World and You" with public relations as the theme. Dwight Cooke heads the show which develops the subject matter with guest speakers over a national 39-station hookup.

W. Howard Chase, General Foods' PR Director, spoke December 3 on the public relations of business, and information programs in government areas. Dr. Rex F. Harlow, President, Public Relations Institute of the West, Palo Alto, Cal., was guest participant on com-

mon areas of interest in public relations and the social sciences, appearing December 5. The concluding speaker, December 7, Julie Medlock, public relations consultant and Executive Director, Public Interest, Inc. (A Foundation), spoke on directional trends of public relations programs in the public interest. She projected plans for some current public information programs and the directions she felt they should take. Other speakers were Ulrich Bell, motion picture public relations executive and a representative of the CBS public service program department.

Editor's Desk

It will warm your heart to read the second, offset edition of the booklet, *How the Hanover Bank Helps Our City*, issued by the **Hanover Bank**, New York. It retains all the flavor of the first edition, which consisted of a single copy, prepared on a typewriter, illustrated with pictures clipped from magazines, photostated and mailed within 24 hours after the bank received a request from fourth-grade student Margaret Reid for "a little booklet about how your bank helps our city." In a foreword, the bank states: "We will always be grateful to Margaret Reid for giving us the opportunity to tell a story that needed to be told to American children in their own language." . . . **American National Bank and Trust Company** of Chicago has distributed to its 500 employees a "humanized" 34-page booklet explaining bank policies, employment practices and staff benefits. A chapter on "You and the Customer" stresses the importance of courtesy to all bank patrons. The booklet, addressed mainly to new employees, is titled *Welcome*. . . . **W. F. Hall Printing Co.** has published a 48-page booklet for new employees, *Your Job and Your Company*, packed with answers to a variety of questions. The table of contents lists subjects ranging from "Absence on Pay Day" to "Soft Drinks" and "We Want You to Feel at Home." . . . A good example of what business is doing to explain group insurance to employees is the booklet, *Confidence-Security-Peace of Mind*, issued by **Pillsbury Mills, Inc.** with tables showing how the Pillsbury Group Insurance Program operates.

★ ★ ★

To mark the 75th anniversary of **Eli Lilly and Company**, the *Physician's Bulletin* published by the company devoted an entire issue to a colloquy between a Lilly doctor and his secretary which brings out Lilly's role in the development of modern medicine. It is an expert use of the narrative style to tell a company story. . . . A handsome anniversary report entitled *The First 100 Years* has been published by **Castle and Cooke Limited**, to tell the story of the company's growth as an investment and management firm along with the development of Hawaiian industry and agriculture. . . . To help celebrate its 25th anniversary, the **Farm Bureau Insurance**

Companies published an eight-page comic booklet of games, cut-outs, and puzzles with a company theme, for distribution to kids at a house warming for its new office building in Columbus. . . . Press coverage of the 250th anniversary exercises that put Yale on *Time* and *Newsweek* covers last fall was aided and abetted by a thick press book prepared by the **Yale University News Bureau** under associate director Eugene H. Kone. Stapled together into a single handy package were advance releases, texts, speaker biographies, a list of fa-

mous Yale men and just about everything except a profile of Handsome Dan.

★ ★ ★

Effective technique for creating better understanding of the services performed by community welfare agencies is demonstrated in the third annual edition of *103 True Stories*, published by the PR Department of the **Greater St. Louis Community Chest**. The illustrated spiral-bound volume contains 103 one-page case histories submitted by as many Red Feather agencies participating in the Chest campaign. The purpose is "to tell what Community Chest dollars do in terms of actual people who have been benefited by one or more Red Feather Services." The booklet is sold for \$1.

(Continued on page 32)

Atlantic Monthly explains "Advertisorials" to PR men

Executives of *The Atlantic Monthly*, including Editor Edward Weeks and Publisher Donald B. Snyder, presented the magazine's new institutional advertising technique called the "Advertisorial" to a group of New York area public relations men at a recent luncheon meeting organized by the magazine's Eastern Advertising Manager, MacLean Hoggson. More than 60 representatives of New York PR firms and industrial PR departments heard the new proposal for idea communication explained, and took part in discussion following the presentation.

The Advertisorial is a multiple-page paid advertisement following editorial forms, standards, and methods rather than those now accepted for advertising.

The innovation was initially described to PRSA members in a discussion led by Frederick Bowes, Jr., Director of PR and Advertising, Pitney-Bowes Inc., in a summary of new institutional advertising developments at the 4th Annual Conference in Chicago (Annual Conference Issue, *JOURNAL*). Mr. Bowes alluded to the new communications development as "a spectacular device."

Publisher Snyder, describing the background of the idea to New York PR men, said:

"In the struggle against inflation and in the ceaseless adjustments of prices and wages we believe that a new responsibility has devolved upon the spokesmen for management, labor, and stockholders—the responsibility of tak-

ing the public into their confidence. This means plain speaking, free of rhetoric, emotion and unsupported claims. It means deep conviction . . .

"The need creates the opportunity . . . for a new and explicit kind of advertising. Watch the magazines and the newspapers and you will see the pioneers are already reaching out for the *intelligence* of readers. These advertisers are beginning to realize that the success of these new advertisements depends upon *trading information for the reader's time*. But even the best of the advertisements are limited in the amount of information they can convey, because they are limited in space. To provide the facility for advertising to convey information, the *Atlantic* has developed this new form for the expression of business ideas . . . we are confident that our readers will respond to them as they do to other sections of the magazine."

It was indicated that all Advertisorials will appear in the front of the magazine and will be introduced by a special editorial page. Preprints will be sent by the *Atlantic* to a list of more than 7,500 key individuals in the fields of public information, government, and education. Regular rates apply.

The first advertiser to use this new method of communicating ideas is the American Iron and Steel Institute, which appeared in the December *Atlantic* with a five-page factual report on production capacity in the steel industry entitled, "How Much Steel Is Enough?" • •



PROFESSIONAL DIRECTORY

Listings in Professional Directory are limited to PRSA members.

Robert M. Creaghead & Co.

CONSULTANTS TO MANAGEMENT SINCE 1945

Employee Communications • Attitude Building
Supervising Development • Motive Building

CLEVELAND 14 NEW YORK 36
1740 EAST 12TH STREET 500 FIFTH AVENUE

BERTRAND W. HALL & CO.
41 EAST 42D ST. NEW YORK 17, N. Y.

Specialists in . . .
Financial Public Relations
• Stockholder Relations
• Corporate Development

GARTLEY & ASSOCIATES, Inc.

Financial Public Relations

Counsel and liaison activities between corporate management and investors and financial community opinion leaders (security analysts, investment research staffs, statistical services and the financial press).

68 William Street, New York 5
WHitehall 3-6770

SHELDON • MORSE • HUTCHINS & EASTON • Inc.

General Public Relations and Publicity

Technical staff to handle technical subjects

Serve Companies and Associations
Assistance to Advertising Agencies

Established 1931

420 Lexington Ave., New York 17—LE 2-2358

BURNS W. LEE ASSOCIATES

Public Relations Counsellors

Serving Eastern Industry in the
Far West

635 So. Kenmore Ave.,
Los Angeles 5, Calif.
DUnkirk 7-3265

CORPORATE INTELLIGENCE Inc.

20 Broad Street, New York 5, N. Y.

WHitehall 3-5551

DOREMUS & COMPANY

Advertising

Public Relations

NEW YORK

CHICAGO

BOSTON

PHILADELPHIA

SAN FRANCISCO

For assignments in the midwest,
spot coverage or long range. For
press interviews, trade shows,
picture-story case histories,
community relations, house
organs, other p.r. functions.

HARSHE - ROTMAN, INC.

8 S. Dearborn, Chicago FR. 2-5100
M. B. ROTMAN, Pres.

GARDNER & JONES

public relations • publicity

For special assignments
or long range programs

105 WEST MADISON ST.
CHICAGO 2, ILL. STATE 2-5004

Oklahoma A & M to hold short course for editors

Editors of company, association and college alumni publications will gather for a 5½-day short course beginning March 24, 1952, on the Oklahoma A & M College campus, Stillwater. The program will include editorial and production ways and means to make publications better public relations instruments.

The short course, in its sixth year, is directed by PRSA member Clement E. Trout, head of the A & M Technical Journalism Department, and Secretary of the Society of Associated Industrial Editors, co-sponsors.

To discuss the communication problems peculiar to their field, company, association and alumni editors will each have their separate editorial sessions led by an outstanding member of their profession. Association and company editorial instructors have yet to be selected but will be men of national reputation and proven ability.

Howard W. Mort, Managing Editor of the University of Chicago magazine will lead alumni editorial seminars. His magazine took second place in the nation last year in the Sibley awards, alumni publication editors highest acclaim.

Production sessions will be led by Kenneth B. Butler, president of Wayside Press, publication printers of Mendota, Illinois. Mr. Butler's plant is geared for full magazine production and turns out thirty-five publications annually. He is also known for his magazine production classes at Northwestern University.

All inquiries may be directed to: Professor Clement E. Trout, Technical Journalism, Oklahoma A & M College, Stillwater, Oklahoma. • •

ADAMSON & BUCHMAN

Public & Industrial Relations
Publicity

Servicing the Intermountain West

812 Walker Bank Bldg., Salt Lake City

(Correction—

The Professional Directory, Annual Conference issue of the JOURNAL incorrectly listed the name of the firm of Adamson & Buchman as Adamson & Buchanan—sorry.
—Editor)

THE HOPPER

Service awards

I am wondering whether you might have any samples of certificates or membership cards given to employees as a token of years of service. If so, may I borrow them for inspection here.

W. H. COLLINS

Director of Advertising

Dravo Corporation

Neville Island, Pittsburgh, Pa.

(Can readers help?—Editor)

Reprint permission requested

Congratulations on a splendid October issue of the PUBLIC RELATIONS JOURNAL! Since one of my clients, the Georgia Optometric Association, publishes a journal I would like to request permission to reprint the excellent article "Ethics," by Stephen Fitzgerald, in the next issue.

FELTON H. GORDON

Public Relations Counsel

East Point, Ga.

Thanks to PRSA members

I doubt that I can sufficiently express my feeling of gratitude for your good offices by which I have received many data on public relations from a number of leading companies: American Cyanimid Co.; McKesson & Robbins, Inc.; Monsanto Chemical Co.; U. S. Rubber Co.; General Tire & Rubber Co.; Atlas Powder Co.; Eli Lilly and Co.; and E. I. du Pont de Nemours & Co. They are really instructive and are guiding stars for our PR movement in this country.

K. KAWASHIMA

Managing Director

Nissin Chemical Company, Ltd.

Higashi-Ku, Osaka, Japan

The article "Attitudes" by Bertrand Klass, in the November, 1951, issue of PR JOURNAL, is most constructive toward getting the social scientists and the practitioners together. We need more of this type of thinking and more articles on the subject.

ROY J. LEFFINGWELL

Director, Public Relations

Hawaiian Sugar Planters' Association

Honolulu, Hawaii

Editor's Desk

(Continued from page 29)

Basic Elements of a Free, Dynamic Society (MacMillan, \$1, 91 pp., paper-bound) is a condensed record of a stimulating round-table discussion on the fundamental ideas involved in the American way of life. Participants in the round table were Chester I. Barnard, Erwin D. Canham, Russell W. Davenport, Peter F. Drucker, Lewis Galantiere, Harry D. Gideonse, Frank Tannenbaum, Walter H. Wheeler, Jr. and Paul G. Hoffman, moderator.

This report and the discussion on which it was based were sponsored by the Advertising Council as the first step in a program to develop a "fresh, full restatement, in modern specific terms, of the free world doctrine as we see it." As the Council's James Webb Young says in the introduction, "Such a restatement will need to embrace the moral and religious basis of our society, its concepts of political and civil liberty, the workings of its free, competitive, dynamic economic system, and its progress toward social justice." The interplay of keen minds and provocative ideas at the round-table throws considerable light on this whole subject.

★ ★ ★

How to Promote and Publicize a Safety Meeting, is the title of a brochure published by the National Committee for Traffic Safety with PR Director John W. Gibbons of the **Automotive Safety Foundation** as general editor. It tells engineers, enforcement authorities and others in charge of planning safety events how to set up committees, promote attendance, handle publicity and follow through on these meetings. • •

CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 525 Lexington Avenue, New York 17, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

PUBLIC RELATIONS Representative for major co., now doing full job for limited pay, seeks \$8-10,000 job. Age 36, experienced in food, containers, rails—financial, general and community relations. Box A-1.

ADD TO YOUR PR STAFF

Pleasing personality, creative thinker. Family, age 34. Publicity, copy, sales, public speaking, professional and community writing experience. MBA in PR. Former Air Force PR officer. Diversified background. Box B-1.

NEW YEAR! NEW JOB?

Employed Magazine Editor; ex-N. Y. newsman; wants new niche—company publication; Public Relations; allied fields, Box O-1.

Help Wanted

OFFICE WORKER—conscientious, intelligent, accurate. Able to assume responsibility. Good typist, some steno. Varied duties. Mature woman. \$55-60 start. New York City. Box Z-1.

WANTED

Young man to handle PR for State Association. Must be experienced and willing to travel. Good starting salary plus expenses. Excellent opportunity for advancement. Give details. Write Box D-1.

WELCOME TO NEW MEMBERS

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," December and Annual Conference issues of the JOURNAL.)

Active Membership

Henry J. Barbour
Bernard A. Bergman
Curtis Billings
Theodore W. Braun
Meade P. Brown
Carroll Chouinard
Neil Collins
John W. Doherty
Robert W. Druxman
Mrs. Marion Stevens Eberly

Robert D. Eckhouse
Holland Estill
Mrs. Ivy V. Farley
Robert H. Gardner
William E. Keys
Gilbert W. Kingsbury
Frank M. Leonard
E. W. Manterfield
Remick McDowell
Kenneth R. Miller
John H. Paige

George H. Phillips
Fred J. Pralle
Jack K. Rimalover
Howard H. Roberts
Bernard A. Roloff
Reynolds C. Seitz

Joseph D. Shelley
Leslie R. Shope
Rodney C. Sutton
Marvin W. Topping
Kenneth D. Wells
Earl J. Winter

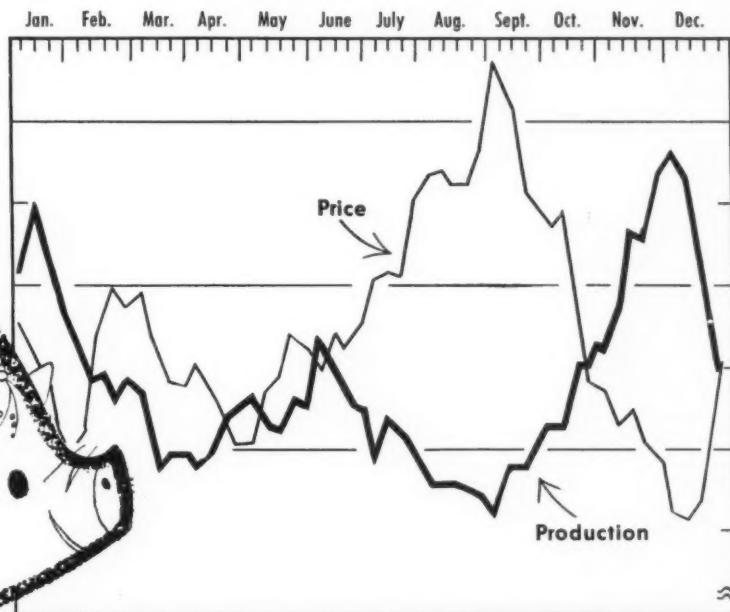
Associate Membership

William H. Baldwin, Jr.
Albert G. Fiedler, Jr.
Richard H. Foltz
Ralph E. Frede

Robert Smith Kiliper
Charles K. Preston
Raymond J. Roohan, Jr.

WHAT LAW

Makes Pork Cost Less in December Than It Does in September?



This chart shows the relationship between pork production and pork prices based on figures for 1947-49, which the government is now using as the index-base period.

The good old law of *supply and demand*. With pork, it works like this:

More than half the pigs are born in spring — also according to law, the *law of nature*. They spend the summer and early fall growing to pork-chop size.

Then, along about the time the first leaves fall, all these pigs begin to come to market. And the same thing happens that happens with any other perishable commodity (strawberries

or eggs or oranges) when there is suddenly a lot more than there was.

The price just naturally goes down!

That chart at the top shows how the cycle goes. *More pork — lower prices* through the winter months; *less pork — higher prices* through the summer.

But summertime is always the time when a big new meat crop is "growing up" on America's farms and ranches.

AMERICAN MEAT INSTITUTE

ADVERTISEMENT

Headquarters, Chicago

Members throughout the U.S.



PRINTED IN U. S. A.
Charles Francis Press

Cotton, Weeds, and Chemicals



A scientist stood before a group of people at Memphis last month and proposed to take the weeds out of cotton—with chemicals.

This doesn't sound very dramatic, but to the more than 1,000 cotton leaders at the first conference on chemical weed control in cotton it was a firm pronouncement that the age of miracles is not past.

Heretofore, weed control has been one of the biggest labor consumers in the cotton production cycle. Men with hoes have trudged down the long rows, laboriously chopping out the choking weed and grass growths. Even today on farms where cotton is harvested mechanically, weed control by hand accounts for as much as 60 per cent of the total labor requirement.

Now that long years of tireless research on chemical weed killers are culminating in success, it is conceivable that the substitution of chemicals for hoes will enable the production of cotton in some areas with as little as 10 hours of man labor per acre.

Once again science and cotton have teamed together to attain greater efficiency—efficiency that will enable the cotton industry to meet better the fiber requirements of our nation and its allies.

These are facts we want the country's leading PR men to know about the country's leading fiber.

—NATIONAL COTTON COUNCIL

EVERY U. S. Fighting Man Uses Cotton EVERY DAY

